



United Nations Development Programme

Project Title: Global Programme on Nature for Development

Project Number: Atlas Award ID 106932, Atlas Primary Output Project ID 107413

Implementing Partner: United Nations Office for Project Services (UNOPS)

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Brief Description

To date, progress in achieving global development goals has largely come at the expense of the natural capital upon which human development and wellbeing ultimately depends. Major commitments within recent years (2030 Global Agenda, Paris Agreement, Sendai Framework, New York Declaration on Forests) provide a leverage point by which advocacy efforts can accelerate change. Complementing directly the large portfolio of UNDP supported national ecosystems and biodiversity projects financed by the Global Environment Facility (GEF) and other donors, the Global Nature for Development (NFD) Project focuses on the support for, and advocacy of, nature-based solutions that accelerate sustainable development, with a particular focus on food security, water security, disaster risk reduction, livelihoods, empowerment of women and gender equality, health, economic growth and poverty reduction.

The project includes three different initiatives, each at three different scales, to achieve the objective of ensuring that the development trajectory in countries begins to decouple economic growth from environmental degradation, is inclusive, and accelerates multiple development goals at once. These three initiatives are **the Equator Initiative**, which shines a spotlight on nature-based solutions by local communities and indigenous communities and finds pathways for scaling these solutions up; the **National Biodiversity Initiative**, which provides support to countries to plan, implement and report nature-based actions that contribute to SDGs; and the **Global Biodiversity Initiative**, which strengthens the commitments of governments, corporations and communities to take action on the protection, restoration and sustainable use of biodiversity, including through the New York Declaration on Forests, and further ecosystem-specific community initiatives including but not limited to the Community Marine and Coastal Initiative. This project includes five modes of action: 1) advocate for change by convening local, national and global events, including ceremonies, dialogues, workshops, meetings, conferences; 2) improve and accelerate identification, knowledge management and sharing of nature-based solutions for sustainable development; 3) foster participation of indigenous peoples and local communities in natural resource policy decisions that affect them; 4) foster communities of practice around key thematic areas and nature-based solutions; and 5) strengthen the capacity of national and local governments, private sector and communities to implement nature-based solutions for sustainable development.

Contributing SP Outcome: 2: Accelerate structural transformations for sustainable development, *with strong linkages to the two other outcomes*

SP Output: 3.4.1 Innovative nature-based and gender-responsive solutions developed, financed and applied for sustainable recovery

Subsidiary: 2.4.1 and 1.4.1

Indicative Project Output(s) with gender marker:

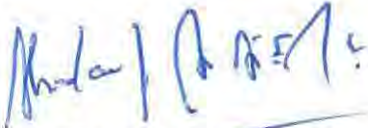

Output 1: Local-level solutions for sustainable biodiversity management generated, disseminated and adopted (GEN2)

Output 2: National-level solutions for sustainable biodiversity management generated, disseminated and adopted (GEN2)

Output 3: Solutions for sustainable biodiversity management (including forests) generated, disseminated, advocated and adopted (GEN2)

Total resources required:	USD 13,353,992	
Total resources allocated:	Government of Germany (BMZ)¹	USD 801,887
	Government of Germany (BMU)²	USD 6,052,105
Unfunded:	USD 6,500,000 ³	

Agreed by:

UNDP	UNOPS
 Abdoulaye Mar Dieye , Assistant Secretary-General, Assistant Administrator and Director, Bureau for Policy and Programme Support, UNDP	 Dionyssia Geka New York Services Cluster Deputy Director, UNOPS
Date: 17 July 2018	Date: 23 July 2018

¹ CSA signed on 2 December 2016 for a total amount of EUR 380,000, amended on 5 December 2017 for an additional amount of EUR 500,000: EUR 200,000 in 2016 (spent); EUR 90,000 in 2017 (received, to be deposited into this project), EUR 90,000 in 2018 (for this project), EUR 500,000 in 2019 (for this project); therefore, second, third and fourth tranches are listed here; UNORE of 1 Oct 2017 was applied (EUR 680,000 is equivalent to USD 801,887).

² Firm commitment from Government of Germany (BMU) for proposal under International Climate Initiative for EUR 5,132,185 (equivalent to USD 6,052,105 - UNORE of 1 Oct 2017 was applied). Legal agreement pending. Cost sharing agreement currently in UNDP internal clearance process.

³ Currently in negotiations with the Government of Norway for "Phase II funding" covering this project document; Norway has issued an invitation to submit a proposal for USD 6,500,000 with a project duration of 5 years.

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I. DEVELOPMENT CHALLENGE

Global trends, global goals

The Millennium Development Goals brought tremendous gains in human wellbeing over the past 15 years, and the world learned that a relentless commitment to results *can* make a difference. Global average life expectancy is now over 70⁴. Childhood diseases have been conquered. The global literacy rate is nearly 90 percent. The number of people in extreme poverty was reduced by half, five years ahead of target, and more than a billion people were lifted out of extreme poverty.⁵

However, much of this progress has been made at the expense of the world's natural capital. Over the past three decades we have lost 10 percent of the planet's wilderness - an area half the size of the Amazon,⁶ populations of three thousand mammal, bird, reptile, amphibian, and fish species have declined by more than half,⁷ 80 percent of global fish stocks are fully or over-exploited, or have collapsed,⁸ and we are now past 400 parts per million of CO₂ in the atmosphere – a critical threshold now breached.⁹ Overall, the world has already transgressed three planetary boundaries and others are facing significant pressures. In addition, the economic growth that the world has enjoyed has not been evenly distributed. In 2014, virtually all of Latin America, all of sub-Saharan Africa, and a good portion of Asia had a Gini index of inequality ranked as high or very high.¹⁰ Moreover, many of the world's poorest in these regions of the world are disproportionately affected by the loss of biodiversity and attendant ecosystem services, in particular women, and are particularly vulnerable to the impacts of climate change. The world must rapidly learn how to decouple economic growth from environmental destruction, and how to ensure that growth is inclusive for the world's poorest women and men and most vulnerable people, especially those who are dependent upon ecosystem services for their livelihoods.

The good news is that the world has never been as aligned around a vision as it is now. Building on the 2020 Strategic Plan on Biodiversity in 2010, and the New York Declaration on Forests in 2014, the world agreed in 2015 to an ambitious set of Sustainable Development Goals (SDGs), the Sendai Framework for Disaster Risk Reduction, and the Paris Agreement. Together, these collective goals signal a new era of commitment and political will; they are not only aspirational, but also transformational, and if fully implemented, will change the trajectory of development for all countries.

At the same time, we must recognize the immense challenges ahead of us. By 2030, the global population will likely expand by more than 1.2 billion people.¹¹ Demand for food will increase by 35 percent, for water by 40 percent, and for energy by 50 percent.¹² A recent OECD report¹³ projects that agricultural and infrastructural expansion will lead to mass plant and animal extinctions, and that unsustainable ecosystem management and conversion will contribute

⁴ See <http://www.geoba.se/population.php?pc=world&type=15>

⁵ 2013. The Economist. Towards the End of Poverty. Available at: <http://www.economist.com/news/leaders/21578665-nearly-1-billion-people-have-been-taken-out-extreme-poverty-20-years-world-should-aim>

⁶ Watson et al., 2016. Catastrophic Declines in Wilderness Areas Undermine Global Environment Targets. In Current Biology. Available directly at: http://voices.nationalgeographic.com/files/2016/09/watson_wilderness_2016.pdf with a review by National Geographic at: <http://voices.nationalgeographic.com/2016/09/08/catastrophic-declines-in-earths-remaining-wilderness-over-the-last-20-years-study-finds/>

⁷ WWF. 2014. Living Planet Report. Gland, Switzerland: WWF. Available at: http://awsassets.panda.org/downloads/lpr_living_planet_report_2014.pdf

⁸ See http://wwf.panda.org/about_our_earth/blue_planet/problems/problems_fishing/

⁹ See <https://scripps.ucsd.edu/programs/keelingcurve/2016/09/23/note-on-reaching-the-annual-low-point/> and <http://www.climatecentral.org/news/world-passes-400-ppm-threshold-permanently-20738>

¹⁰ See for example https://en.wikipedia.org/wiki/Gini_coefficient for 2014

¹¹ See Karen C. Setoa,¹ Burak Güneralp,² and Lucy R. Hutyrac. 2012. Global forecasts of urban expansion to 2030 and direct impacts on biodiversity and carbon pools. PNAS (109):40. Available at: <http://www.pnas.org/content/109/40/16083.full>

¹² See <http://www.scribd.com/doc/115962650/GlobalTrends-2030> – Global Trends 2030: Alternative Worlds. A publication of the National Intelligence Council, US Government.

¹³ See OECD Environmental Outlook, 2014 (summary) <http://www.oecd.org/env/indicators-modelling-outlooks/40200582.pdf>

another 1 billion to the 4 billion people already living in areas of water stress. Further, climate change will continue to threaten healthy ecosystems and contribute to biodiversity loss unless more significant action is taken to hold temperatures below 2 degrees Celsius.

Problem analysis

There are four main underlying factors that contribute to the current situation of an unsustainable, inequitable trajectory into the future. The first factor is a series of market failures that prevent the true environmental cost of producing and consuming a commodity, whether timber, pineapples, minerals or oil, to be reflected in the price of the commodity. It is cheaper to purchase food that has been grown using excessive chemicals than it is to purchase sustainably produced food, to purchase energy that contributes to carbon pollution than to produce energy from clean, renewable sources, and to purchase a bag of potato chips using palm oil produced from cleared tropical forests than to use sustainably sourced vegetable oil. As a result, there is a downward spiral to produce goods at the lowest possible cost, and to externalize as many costs as possible, especially environmental costs in the form of pollution and habitat destruction. In addition, access to markets often favors those with existing capital, excluding those who need it most. Finally, losses in ecosystem services are not accounted for in national systems of wealth accounting, hence there is little incentive for governments to change market and other policies.

The second factor is the failure of policies to set countries on a path to sustainable development. Too often, national and sub-national policies and laws regarding the use of natural resources, and the allocation of land use, focus on short-term gains and access to foreign currency, rather than long-term sustainable benefits for a broader swath of society. For example, it is common for governments to allow the short-term benefits from the clearing of mangroves and wetlands to develop a coastal resort, while eroding long-term gains in sustainable livelihoods and national food security from fisheries, and more equitable growth from community-based tourism. Similarly, many policies and laws actually harm biodiversity by encouraging unsustainable practices, such as harmful incentives and subsidies for fisheries, energy and agriculture. Around the world, many policies regarding land use and natural resources are largely out of date, and do not reflect the global consensus that we must decouple economic growth from environmental destruction. Further, based on the increasing recognition of the roles of healthy ecosystems in providing inexpensive, reliable protection against natural hazards. For example, forests and other vegetation help to stabilize slopes, prevent floods and slow or stop soil erosion and desertification. A range of coastal habitats, from corals to mangroves, protect people living near the sea from the worst of storms and tidal waves. They also do not adequately consider aspects related to inclusivity and gender. For example, women are responsible for 43 percent of agriculture in developing countries, and contribute to \$3.1 trillion in health care globally,¹⁴ but hold only a fraction of the world's wealth and land, in large part because of outdated policies and laws.

The third factor is the failure of governance to adequately enforce laws, and to prevent abuses of power, especially regarding land rights, and especially regarding indigenous peoples. Even when strong policies exist, there are multiple factors preventing effective enforcement. A recent report by Global Witness documented 185 killings of environmental community leaders across 16 countries in 2015,¹⁵ and many hundreds more are likely injured, or are not reported at all. The second is to ensure the most vulnerable, marginalized and least empowered members of society are not left behind. The estimated 370 million indigenous peoples, living in more than 70 countries worldwide,¹⁶ remain on the margins of society – they are generally poorer and less educated, have a lower life expectancy, and are in worse health than non-indigenous populations¹⁷. A large majority of these people disproportionately depend on nature as their safety net, and they are especially vulnerable to ineffective governance, but are also effective stewards over land and water; a recent report from World Resources Institute notes that when community rights to forests are legally recognized and protected by governments, deforestation rates and biodiversity loss are lower¹⁸.

The fourth factor is inadequate capacity and knowledge on alternative scenarios and development pathways. This inadequacy partly stems from one of the challenges inherent in sustainable development: that we must learn from, and empower, rural communities who are on the frontline of sustainable development, who are largely excluded

¹⁴ See 2015 report: <https://www.hsph.harvard.edu/news/features/womens-contribution-to-health-underrecognized-undervalued/>

¹⁵ See https://www.globalwitness.org/en/reports/dangerous-ground/?gclid=Cj0KEQjw4MK_BRC1n6KTtezikb1BEiQA872hYVleOXbA0ILuTw7unGyPzJ1MC-ig1fiQtQ3d90UVyvkaAkNz8P8HAQ Global Witness. 2016. On Dangerous Ground.

¹⁶ See <http://www.who.int/mediacentre/factsheets/fs326/en/>.

¹⁷ See The Indigenous World 2006, International Working Group on Indigenous Affairs (IWGIA), ECOSOC Consultative Status, p10.

¹⁸ See <http://www.wri.org/publication/climate-benefits-tenure-costs>

from national gains in growth of wealth,¹⁹ who disproportionately bear the brunt of climate impacts,²⁰ and who safeguard 80% of the world's biodiversity,²¹ yet who remain absent from political discourse. Stories of success remain largely hidden, and are viewed as boutique solutions, rather than as examples of the trajectory-changing solution that they often represent.

Challenging the global status quo

If we are to tackle the social, economic and environmental challenges ahead, we must ensure the indivisibility of the Global Goals – that one goal cannot be achieved at the expense of another. We must find multi-dimensional solutions to multi-dimensional challenges, simultaneously finding solutions for people, prosperity and planet. We must learn how to decouple economic growth from environmental destruction, while ensuring equitable, just, inclusive growth for all.

To accelerate progress, we must continue to support and champion national and sub-national governments, the private sector and civil society in their bold commitments to global goals. In addition, we must identify compelling examples, many of which are only to be found at the local community level, on how to decouple economic and social growth from environmental destruction, while ensuring equitable and inclusive growth. We also need to learn how to scale up these examples nationally and regionally in order to change the global status quo and current trajectory. We must weave together local, national and global stories of success to challenge the existing status quo and replace it with a new narrative of truly sustainable development.

II. STRATEGY

Alignment with UNDP Strategic Plan and Biodiversity and Ecosystems Global Framework

In order to identify and showcase local and national success stories that demonstrate that investing in nature-based solutions can accelerate sustainable development, and to use these success stories to strengthen commitments to global goals and conventions, UNDP has designed the “Global Programme on Nature for Development,” henceforth referred to the Global NFD Project. The project forms direct and strong linkage with the large body of projects which the UNDP supports with funding from the GEF and other sources. At the heart of the Global NFD Project approach is the need to find local and national examples of nature-based sustainable development and connect these to national commitments to accelerate implementation of the SDGs.

The NFD Programme, as part of the UNDP Ecosystems and Biodiversity (EBD) Programme views biodiversity and ecosystems as a catalyst for sustainable development. The NFD Programme and EBD portfolio provide a suite of inter-related projects that enhance the GEF US\$1.6 billion portfolio. NFD Programme projects include the Equator Initiative and Prize, the New York Declaration on Forests, spatial planning for conservation, and country support for the Convention on Biological Diversity (CBD) Sixth National Reports and National Biodiversity Strategies and Action Plans (NBSAPs), as well as work on Community Marine and Coastal Ecosystems as part of a Global Biodiversity Initiative. The NFD projects serve as a direct line of communication for best practices, challenges and bottlenecks to catalyze effective implementation of over 400 GEF financed projects. The NFD Programme projects provide value to the broader EBD portfolio, including the Biodiversity Finance (BIOFIN), Green Commodities Programme (GCP), Access and Benefits Sharing (ABS) and the Small Grants Programme (SGP), by cultivating knowledge management and learning, providing capacity building and technical support, and pioneering the utilization of innovative technologies and use of big data to inform conservation policy and planning with countries across the globe.

The NFD Programme is developing a community of practice for each thematic area (e.g. protected areas) to foster broader engagement, information sharing and learning across the various projects. The communities of practice will engage project managers and the package of support will be driven by the broader GEF portfolio and supported by the Nature for Development Programme team. The goal of the communities of practice will be to create common platforms for knowledge and linkages and facilitate mining for innovation learning and policy application.

This project addresses primarily the UNDP SP 2018-2021 development setting “B. Accelerate structural transformations for sustainable development”, with pronounced linkages to the other two settings (poverty,

¹⁹ See <http://www.worldbank.org/en/topic/urbandevelopment/overview>

²⁰ See <http://www.oecd.org/env/cc/2502872.pdf>

²¹ See <http://www.ipsnews.net/2017/02/indigenous-peoples-lands-guard-80-per-cent-of-worlds-biodiversity/>

resilience) The project activities respond to the SP development challenge 'sustainable development' of addressing inequalities (for example through highlighting and supporting best practice in nature-based sustainable development at the local level), zero-carbon development (for example through support to national governments in biodiversity planning, and support of sustainable solutions) and effective governance systems (for example to support to national governments in biodiversity planning, and global advocacy for better protection of forests, including effective governance schemes at the local and sub-national levels). Furthermore, UNDP, through nature conservation, is committed to promote risk informed development principles in national/regional biodiversity policies, as it could strengthen not only national biodiversity system, but also contribute to sustainable development by minimizing disasters related risks.

Linkages to the development setting 'poverty' are given through the support to local solutions and to governments on biodiversity planning, which includes the poor and marginalized, particularly as they are often living in areas of high biodiversity. Linkages to the development setting 'resilience' are given throughout all three program components. Advocating, supporting, and building capacity for more environmentally sensible governance systems and the use of nature-based solutions inherently include considerations of resilience against external shocks such as natural disasters, and these solutions often contain elements that specifically build resilience against such shocks.

Further, the NFD strategy is informed by and aligned with the Biodiversity and Ecosystems Global Framework 2012 to 2020, which addresses sustainable management of biodiversity and ecosystems for implementation of the Aichi Biodiversity Targets (ABTs) and achievement of the Sustainable Development Goals (SDGs), recognizing that continued biodiversity loss is a threat to sustainable development. The Framework recognizes that biodiversity is an essential driver of sustainable development and the health of ecosystems underpins the global community's ability to tackle sustainable development challenges including poverty, inequality and climate change. The Framework identifies key opportunities for delivering on the ABTs and reiterates the role of biodiversity and ecosystem services as economic assets that underpin sustainable development and strengthen climate mitigation and resiliency. There is a need for including adaptation to climate change in the biodiversity conservation strategies, action plans and reporting against the ABTs. The NFD Programme is committed to mainstreaming biodiversity and harnesses the opportunities to protect, restore, and conserve biodiversity through policy, capacity building, knowledge sharing, learning and innovation projects.

This project falls under the new SP's signature solution 4, "Promote nature-based solutions for a sustainable planet", and synthesizes experiences at local, sub-national, national and global levels that contribute to nature-based solutions for a sustainable planet.

The project links to solution 1 on poverty in that it supports sustainable rural livelihoods – rural areas being hotspots of both poverty and biodiversity. The project links to solution 2 on governance in that it reflects on the experience that natural ecosystems are often best managed by the local communities and indigenous peoples who see themselves as stewards of their territories. This requires advocacy for inclusive governance at the sub-national level. The project connects to solution 5 on clean energy wherever renewable energy is part of a nature-based solution to sustainable development. The project places gender equality and empowerment of women and girls (solution 6) front and center in that it recognizes their specific challenges and contributions to sustainable development, and mainstreams gender considerations into all project components.

Pertinent SP outputs are 3.4.1 Innovative nature-based and gender-responsive solutions developed, financed and applied for sustainable recovery, 2.4.1 Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation, and 1.4.1 Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains.

Alignment with Sustainable Development Goals and Targets

The Global NFD Project reflects the priorities and many of the targets of the 2030 Agenda, including in particular the following goals (See also Annex 4 for a complete list of how nature-based actions can help to achieve Sustainable Development Goals and Targets):

Primary Sustainable Development Goals to which this project directly contributes:

- Goal 1: End poverty in all its forms everywhere
- Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

- Goal 5: Achieve gender equality and empower all women and girls
- Goal 6: Ensure availability and sustainable management of water and sanitation for all
- Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- Goal 12: Ensure sustainable consumption and production patterns
- Goal 13: Take urgent action to combat climate change and its impacts*
- GOAL 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- GOAL 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Three Entry Points for Change

The Global NFD project builds on ongoing work in three areas, and includes three entry points, at three different scales, to leverage change. The focus on all three entry points, and all three scales, is ensuring that the development trajectory begins to decouple economic growth from environmental degradation, is inclusive, responds to differences between women and men in achieving and accessing sustainable development results, and is efficient by accelerating multiple SDGs through nature-based actions. While these three efforts are already ongoing within different projects of UNDP, they will be brought under a single project, in order to take advantage of synergies between them, and to provide a unified, consistent approach in accelerating nature-based actions for sustainable development. In addition, these efforts will now be integrated within the UNDP Global Environment Finance Unit, to capitalize on the learning embodied by the significant biodiversity portfolio of this unit, and to find synergies to for scaling up and replicating solutions.

- **Equator Initiative** – local stories, national impact: The Equator Initiative brings together the United Nations, governments, civil society, businesses and grassroots organizations to recognize and advance local sustainable development solutions for people, nature and resilient communities. The Equator Initiative seeks to recognize the success of local and indigenous initiatives, create opportunities and platforms to share knowledge and good practice, inform policy to foster an enabling environment for local and indigenous community action, and develop the capacity of local and indigenous initiatives, in partnership with national governments, business and civil society to replicate and scale up successful models and sustainable development pathways. The Equator Initiative has three elements:
 - **Equator Prize:** The Equator Prize is awarded periodically to recognize and advance local sustainable development solutions for people, nature and resilient communities. As local and indigenous groups across the world chart a pathway toward sustainable development, the Equator Prize shines a spotlight on their efforts by honoring them on an international stage. The global Equator Prize is further replicated at national ceremonies, helping to improve chances that the solution will be replicated and scaled up within the country. The focus of the Equator Prize is on how communities and indigenous peoples are investing in nature (through protection, restoration and/or sustainable use) to achieve their own local development goals.
 - **Equator Dialogues:** These dialogues, which bring together Equator Prize winning communities, national policy makers and global thought leaders, include meetings and exchanges to help recognize, accelerate and scale up solutions. These dialogues may occur at the margins of leading sustainable development conferences; at national-level meetings convened to recognize and accelerate a particular solution, including at national prize ceremonies; and/or at focused thematic workshops, meetings and conferences to explore and advance the scaling up and replication of solutions between key stakeholders.
 - **Equator Knowledge:** The Equator Initiative provides research, documentation and learning focused on developing best practices and codifying solutions within and across the Equator Prize community and beyond. The Equator Initiative works with partners to identify, document and analyze the success factors of local best practices, to catalyze ongoing peer to peer learning, to exchange knowledge through a community of practice, and to foster the replication and scaling up of sustainable development models within and across countries.

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- **Equator Connect** *The Equator Initiative fosters a community of practice of indigenous peoples and local communities around the key areas that affect them. Formerly known as the World Network of Indigenous and Community Land and Sea Managers, Equator Connect will provide a digital forum and integrated social media platform, enabling communities to connect from around the world.*

National Biodiversity Initiative – national biodiversity actions to accelerate sustainable development: The National Biodiversity Initiative builds on the success of the UNDP GEF project on the Global Partnership on Support for National Biodiversity Strategies and Action Plans (NBSAPs) The Initiative will actively explore the synergies with existing and emerging UNDP-GEF supported national projects, including delivery of the range of support through existing and emerging GEF financed projects The Initiative has three elements

- **Financial support** The Global NFD Project will provide financial support to help countries implement those NBSAP activities that will accelerate and advance nature-based SDGs The targeted financial support (grants ranging from \$15,000 to \$150,000) will jumpstart key actions from the NBSAP, including:
 - projects that test models of implementing nature-based actions that can be scaled up nationally, with a focus on protection, restoration, sustainable use, access and benefits sharing (e.g., new protection models for co-management, locally managed marine areas, etc.),
 - projects with discreet outputs that can gain momentum and show proof of concept for development results,
 - feasibility studies to scale up existing models,
 - the development of supportive planning frameworks and tools, such as integrated planning (e.g., coastal, wetland, ridge-to-reef), sustainable commodities platforms
- **Capacity support** The Global NFD Project is establishing a capacity facility to help countries implement those NBSAP activities that will accelerate and advance nature-based SDGs This capacity facility will build on, and where applicable delivered through UNDP executed projects, including from the extensive UNDP GEF portfolio of more than 400 national biodiversity-related projects. The facility will focus on:
 - providing targeted technical support to ODA-eligible countries, enabling them to take early actions on NBSAP actions that deliver progress towards achieving the SDGs, based on a detailed capacity needs assessment currently underway by UNDP, and based on the decisions adopted at CBD CoP13 related to capacity building;
 - providing targeted support to countries in using spatial data for better decision making, including data on conservation, ecosystem services, human pressures and socio-economic factors, such as poverty and livelihoods;
 - accelerating progress globally through knowledge and learning, including importing lessons from executing GEF projects into existing knowledge and learning platforms, fostering exchanges and dialogues through existing partnerships and platforms, and showcasing and celebrating biodiversity actions at local and national scales that accelerate sustainable development practices and innovations, reflecting on the specific roles played and *particular challenges faced by women and men in the sustainable management of ecosystems,*
 - supporting actions related to biodiversity and ecosystem protection, restoration, sustainable use, mainstreaming and equitable benefits sharing for poverty alleviation, job creation, sustainable livelihoods, women empowerment and gender equality, food security, water security, health and disaster risk reduction,
 - supporting enabling activities, including strengthening institutional mechanisms for including biodiversity in planning processes and decision making, and for monitoring progress, including the use of information, monitoring and reporting systems, spatial planning and spatial decision support systems
- **Support for Innovation** As part of its commitment to providing finance and capacity support and to fostering innovation, and drawing from its experience with the BIOFIN Programme and the Innovation Lab, the Global NFD Project is supporting countries in exploring new avenues of finance and funding and *in finding new and innovative solutions to existing challenges* Activities will support:
 - pilot projects that test new models of finance, including crowd-sourcing finance, impact investment, public-private partnerships and corporate social responsibility funding

- pilot projects that foster innovative solutions, along with models and pathways for scaling up these pilot projects
 - proposed UNSD and UNDP formal collaboration responding to country demand to establish and apply natural capital ecosystem accounting for informed public policymaking that mitigates the drivers of natural capital degradation and biodiversity loss and initiative incentives to protect ecosystem services and advance the SDGs.
- **Global Biodiversity Initiative – local and national commitments to global outcomes** The goal of the Global Biodiversity Initiative is to showcase the role of global commitments and local solutions to achieve global outcomes, including commitments and local solutions to protection, restoration and sustainable use of forests, oceans and wildlife, in achieving multiple Sustainable Development Goals. This initiative will collaborate with the UN-REDD Programme, UNDP REDD+, the Green Commodities Programme, UNDP Water and Oceans Governance and others, on three elements, including
 - ***New York Declaration on Forests*** More than 130 governments, companies, civil society and indigenous peoples' groups, as well as state and provincial governors endorsed the New York Declaration on Forests (NYDF) in September 2014 at the UN Climate Summit and since then the number of endorsers has grown to 190. The declaration includes ambitious targets to end natural forest loss by 2030, with a 50% reduction by 2020 as a milestone toward its achievement. In addition, the declaration calls for restoring 350 million hectares of degraded and deforested lands by 2030, supporting the private sector in eliminating deforestation in the supply chain of major agricultural commodities by 2020, and providing financial support to reduce emissions related to deforestation and forest degradation. The NYDF provides an integrated approach to protecting and restoring forests, transforming supply chains of major economic sectors impacting forests, and improving forest livelihoods, governance, and tenure of forests at a global level. The NYDF combines goals expressed in the context of a number of other pledges and agreements, such as the Bonn Challenge, Sustainable Development Goals (SDGs), REDD+, climate and forest financing pledges, and supply chain commitments. UNDP, and this Global NFD Project, will convene partners servicing the NYDF Platform and serve as its secretariat in collaboration with Climate Advisers and Meridian Institute who will provide facilitation, technical and policy support. Climate Focus will lead and staff the dedicated, independent monitoring and assessment effort, and coordinate the NYDF Progress Assessment, a multi-stakeholder effort that undertakes an annual review of progress towards achieving the goals of the NYDF.
 - ***The Community Marine & Coastal Initiative***. The Global NFD Project will empower Indigenous Peoples and local communities (IPLCs) working in marine and coastal environments and identify gender-responsive opportunities and enabling environments to scale the impact of their work. Areas of focus for learning, training and technical capacity will include topics such as blue carbon and payments for ecosystem services as well as community participation, effectiveness and equity in marine protected areas (MPAs). Further, developing participatory and community-based projects to access and use technology and innovation support IPLCs in gathering the data and information they seek in order to demonstrate the value of their traditional knowledge, resource management and rights. This initiative will develop community capacity to utilize technology and innovation through a proposed community-based smart phone mapping project with select marine and coastal Equator Prize winners. Additionally, the Initiative will contribute research on IPLC marine and coastal solutions and enabling environments for scale up through the mining of the Equator Initiative, GEF and SGP marine and coastal projects for local solutions and scalability lessons.
 - ***Support to multilateral environmental agreements and conventions***. The Global NFD Project will support the participation of indigenous peoples and local communities at conventions, including the Convention on Biological Diversity (CBD), the UN Framework Convention on Climate Change (UNFCCC) and the UN Convention to Combat Desertification (UNCCD). Ensuring participation of indigenous peoples and local communities will help bring stories of success to a global audience, and showcase the role of Equator Prize winners and others in investing in forest protection, restoration and sustainable use for multiple sustainable development outcomes. The Global NFD Project will also provide guidance and technical support on a demand-driven basis to the secretariats of these conventions. In addition, the Global NFD Project will provide support to Egypt in its role as host of UNCBD COP14 in 2018, via the operational and liaison support role of UNDP Egypt Country Office. COP14 will be a key gathering as the world crafts a new global roadmap for post-2020 biodiversity targets. This will be the first biodiversity COP in Africa since 2000 and first

ever in the Arab region NfD activities will include a set of COP14 support activities to be agreed between NfD project team and Egypt's COP14 Secretariat ,

Five Integrated Approaches to Leveraging Change

The Global NfD uses five integrated and interlocked approaches to leveraging change to a more sustainable development pathway 1) advocate for change through presence at local, national and global events, 2) improve and accelerate knowledge management and sharing, 3) foster participation in dialogue, 4) foster communities of practice, including virtual communities, and 5) strengthen capacity of national and local governments and communities in mainstreaming natural capital in the core of national and local development agenda These approaches are rooted in UNDP's approach to capacity building, which recognizes that capacity must be strengthened at multiple levels (systemic, institutional and individual) in order to achieve lasting change, including at institutional levels

- **Advocate for change through convening and supporting events, workshops, dialogues and round tables**
 - **Equator Initiative** Advocate for local land rights, for local models of sustainable development that decouple economic growth from environmental destruction, and for the scaling up and replication of local success stories. Advocacy is conducted at various fora, including the global Equator Prize, national prize ceremonies, national policy dialogues, participation of indigenous peoples and local communities at Convention Conference of Parties, Rio Pavilions, UNGA side events, PAGE events, and global conservation and development and other related events Advocacy at various fora takes into account specific challenges faced by women in accessing such events, for example by enforcing participation of at least one female participant per two invited representatives from the same entity, support to obtain passports and visas, support to prepare statements and interventions, and related practical and substantive issues
 - **National Biodiversity Initiative** Advocacy is through assessment and monitoring of NBSAP actions, including those undertaken through GEF-funded UNDP-executed projects, and including through spatial planning, as well as through promotion of national success stories at events Specific events include Conference of Parties at conventions, Rio Pavilion events, as well as through other conservation and development-related events
 - **Global Biodiversity Initiative** Advocacy is conducted through a variety of events, including those related to the New York Declaration on Forests, Conference of Parties at Conventions including the 14th and 15th COPs under the UNCBD, and through targeted outreach and media efforts, in cooperation with UN-REDD and UNDP REDD+ and UNDP Water and Oceans Governance.
- **Improve knowledge and solutions management** The Global NfD Project focuses on improving knowledge management and curating and disseminating solutions, including from across the GEF portfolio. Knowledge and solutions management through case studies, publications, tools, videos and other activities are planned at the project level, with perspective from all three outputs/intervention levels (local, national, global), recognizing linkages across these approaches Specific inputs and activities for each of the three entry points include:
 - **Equator Initiative:** Develop Equator case studies, publications, videos, animated white boards and other materials that help to illustrate and document best practices and examples from Equator Prize winners and other examples of nature-based actions that accelerate sustainable development within indigenous and and local communities. The Equator Initiative also maintains a newsletter that is sent to more than 40,000 stakeholders globally
 - **National Biodiversity Initiative** Develop best practices on solutions, publications, videos, tools and other examples of how countries are taking action on their National Biodiversity Strategies and Action Plans (NBSAPs), including from across the GEF-funded, UNDP-executed portfolio, while simultaneously achieving national sustainable development goals The National Biodiversity Initiative also maintains a newsletter that reaches more than 5,000 stakeholders globally on all aspects of NBSAP implementation The NfD Programme will place special emphasis on restoration, ecosystem-based adaptation and protection. Restoration efforts will include restoration of biodiversity and ecosystem services in fragile and crisis contexts – many countries in Middle East

and Africa suffer from protracted conflicts with natural resources a key role as a root cause, and with the restoration of ecosystem services important for resilient recovery of community livelihoods, food and water security. It will also focus on synergies between NBSAPs and NDC climate plans, include a focus on ecosystem based adaptation and resilience of ecosystems to climate risks.

- **Global Biodiversity Initiative:** Develop and disseminate case studies, best practices and materials on global strategies and commitments to more intricately link biodiversity to development, including reducing deforestation through sustainable commodity supply chains, deforestation-free commodities, certification and other forms of fostering deforestation-free products and reducing deforestation. Conduct assessments, through partners, showcasing success and challenges in implementing deforestation-free commodity strategies. The Global Biodiversity Initiative maintains a mailing list and database of countries, corporations and civil society organizations that have signed on to the New York Declaration on Forests and other forest-related initiatives, and will send out newsletters on progress and updates. The development of the New York Declaration on Forests Secretariat and Platform is in collaboration with Meridian Institute, Climate Advisors and Climate Focus. The development and dissemination of best practices and case studies is in full collaboration with UNDP's Global Green Commodities Programme. Develop and disseminate case studies, best practices and materials on community-based ecosystem solutions, including but not limited to marine and coastal management solutions and the enabling environment conditions for scale up, as well as on topics of interest identified by communities including but not limited to community participation, effectiveness and equity in marine protected areas (MPAs); sustainable fisheries and local livelihoods; women empowerment and gender equality; and finance mechanisms, blue carbon and payments for ecosystem services. Additional work on marine commitments, protected area commitments and restoration commitments will be undertaken in full consultation with UNDP's Ecosystems and Biodiversity team. The NfD project will use COP14 and COP15 events as a key global platform for improving knowledge sharing and solutions exchange.
- **Foster participation in dialogues:**
 - **Equator Initiative:** Ensure participation of Equator Prize winners in national and global policy dialogues, including ensuring participation and leadership of women, with a focus on scaling up local solutions to achieve national development goals. These will primarily take place in national events, focusing on practical pathways to scaling up local solutions generated by the Equator Prize nomination and selection process.
 - **National Biodiversity Initiative:** Ensure participation of indigenous peoples and local communities in national biodiversity dialogues, to promote and accelerate learning. Specific events include Conference of Parties Convention and related events as well as global policy dialogues, including through the International Union for the Conservation of Nature (IUCN), among other civil society dialogue spaces.
 - **Global Biodiversity Initiative:** Promote dialogue between countries, civil society, businesses and local and indigenous communities through various forest-related dialogues, including those convened by the Global NFD Project, in cooperation with UN-REDD and UNDP REDD+. Support the engagement of indigenous and local communities in global dialogues.
- **Foster learning, innovation and communities of practice:** Each community of practice will serve a specific group of stakeholders and the learning and collaboration that happens within each community of practice will be shared across these groups where appropriate. Each community of practice will have a space for members to contact each other as well as the experts who share resources and solutions.
 - **Equator Initiative:** Foster a community of practice through the Equator Initiative web portal, which includes not only knowledge management (access to case studies, videos, materials), but also includes a solutions database, as well as the means to connect with other local communities and indigenous peoples on a variety of topics, themes and issues.

- **National Biodiversity Initiative:** Foster a community of practice through the NBSAP Forum,²² a global portal that facilitates the sharing of best practices, and the formation of over two dozen communities of practice around the world; promote spatial data-driven decision making; foster learning and innovation in new solutions for nature-based actions to achieve the Sustainable Development Goals. This work will engage national biodiversity practitioners from across the full spectrum of the UNDP GEF portfolio and team.
- **Global Biodiversity Initiative:** Foster a community of practice, in partnership with the UNDP Green Commodities Programme, UN-REDD Programme and UNDP REDD+, a network of practitioners, policy makers and companies in approaches for deforestation-free commodities, through a web portal that encourages learning and participation. Development local access to innovative technology aligned with traditional knowledge for ecosystem planning, management and monitoring, including but not limited to marine and coastal monitoring using simple community-based and participatory smartphone mapping.
- **Strengthen technical capacity:**
 - **Equator Initiative:** Conduct gender-responsive trainings, workshops, e-learning, facilitated course work and targeted technical capacity building aimed at improving the capacity of indigenous peoples and local communities to advocate for their rights, participate in national and global decision-making events and fora, and to communicate their stories of success to national policy makers.
 - **National Biodiversity Initiative:** These activities, which will actively seek synergies with UNDP GEF national and global projects and will support their local execution, will include trainings, workshops, e-learning, facilitated course work, and targeted capacity building aimed at improving the ability of governments to implement the various actions included within an NBSAP.²³
 - **Global Biodiversity Initiative:** Conduct trainings, workshops, e-learning, facilitated course work, and targeted capacity building aimed at strengthening the capacity of countries and companies to follow through with their commitments to the New York Declaration on Forests, including targeted technical support, in full collaboration with UNDP's Green Commodities Program, UN-REDD and UNDP REDD+ on deforestation-free commodities, commodity-free platforms, certification, and sustainable sourcing and consumption, among other topics. Conduct trainings, workshops, e-learning, facilitated course work, and targeted capacity building aimed at strengthening the capacity of IPLCs to sustainably manage ecosystems including but not limited to marine and coastal environments and scale up the impact of local solutions through project replication and scalability.

Relationships to other UNDP Projects, Programmes and Policy Centres

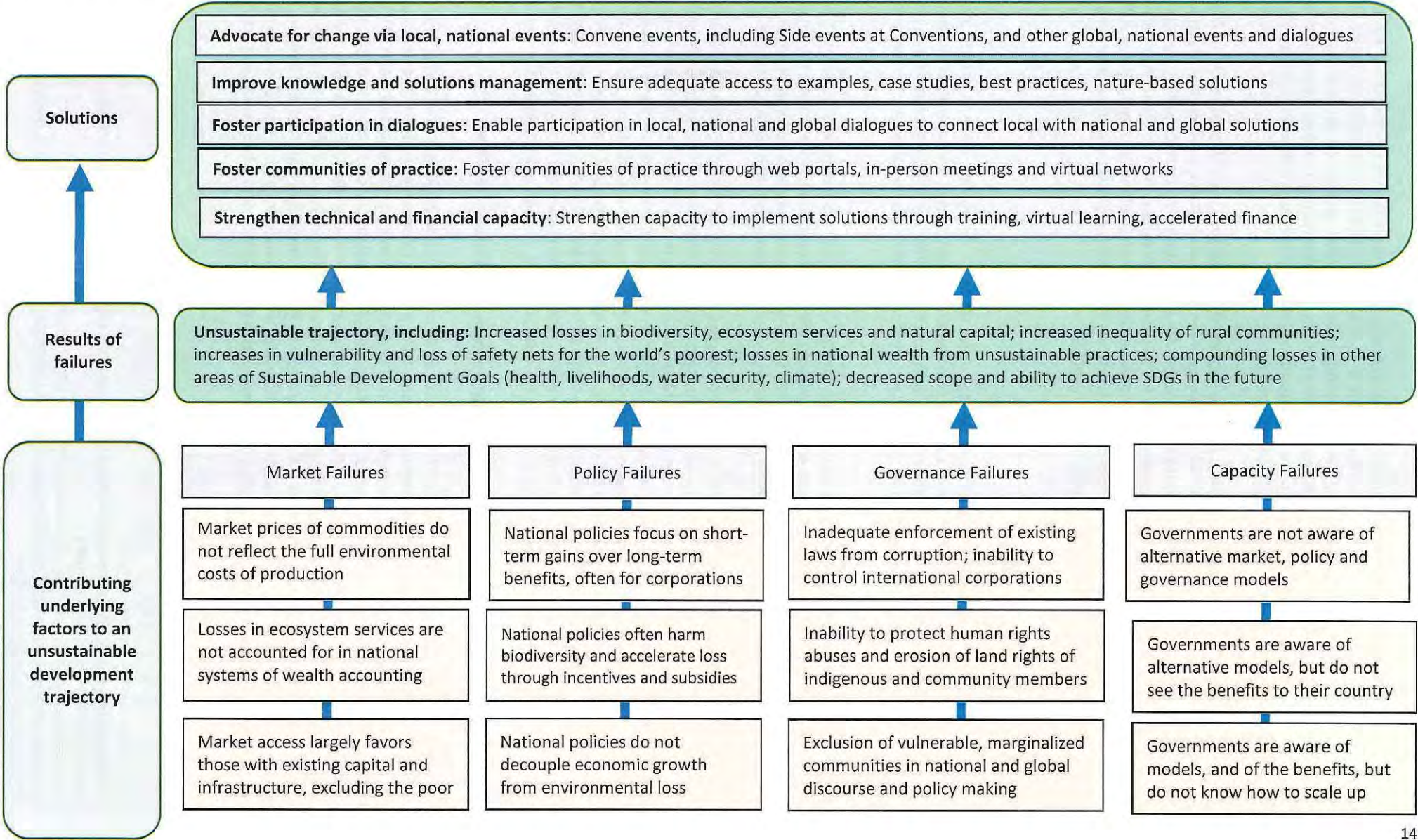
The Global NFD works in full collaboration with numerous other programs and projects within UNDP by mining projects for lessons learned, identifying potential solutions, and creating knowledge products that help accelerate the adoption of these solutions at national and global scales. The Global NfD will draw lessons and material from the biodiversity portfolio within UNDP/GEF, including both national and global projects, as well as with BES-Net, the UNDP Small Grants Programme, UN-REDD, UNDP's Innovation Lab, UNDP teams working on Climate and Disaster Resilience, and the Global Policy Centre on Resilient Ecosystems and Desertification, among others. See Annex 7 for more details. Furthermore, the Global NFD will actively apply its global knowledge, expertise and support in the existing and emerging GEF financed biodiversity and ecosystem management projects. This will enable the Global NFD to amplify its impacts through integrating its support within government-owned large-scale projects.

²² See www.nbsapforum.net, a partnership with the Secretariat of the Convention on Biological Diversity, UN Environment, UN Environment-WCMC and other partners

²³ For a catalogue of NBSAP actions and their contribution to SDGs, see the following analysis:

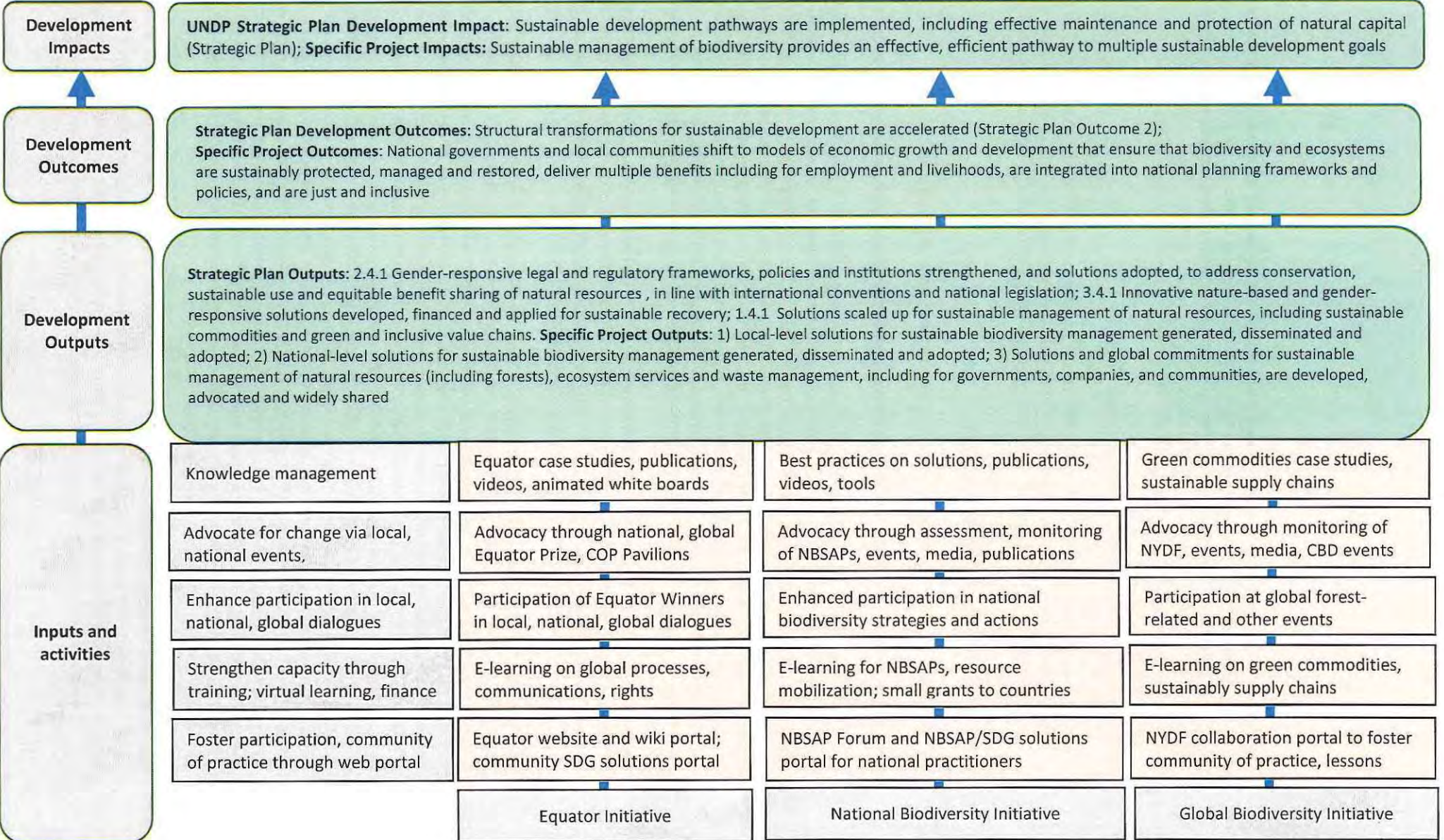
http://www.undp.org/content/undp/en/home/librarypage/environment-energy/ecosystems_and_biodiversity/nbsaps---natural-catalysts-for-achieving-the-sdgs.html.

ROOT CAUSE ANALYSIS



KS

THEORY OF CHANGE



2015

III. RESULTS AND PARTNERSHIPS

Expected Results

To implement the outlined strategy in an integrated manner, the Global NFD project proposes the following activities under each of the planned outputs at the country, regional, and global levels. Through this multi-level approach, the Global NFD Project aims to foster actions, knowledge and commitment that decouple economic development from environmental loss, that promote inclusive growth, and that accelerate the implementation of national and local sustainable development goals by finding efficient and effective nature-based solutions.

Interdependent and Interlinked Planned Outputs:

- 1) Local-level solutions for sustainable biodiversity management generated, disseminated and adopted;
- 2) National-level solutions for sustainable biodiversity management generated, disseminated and adopted; and
- 3) Solutions for sustainable biodiversity management (including forests) generated, disseminated, advocated and adopted

Indicative Activities for Each Planned Output:

More detail on the activities to be undertaken under each output is elaborated below:

Output 1: Local-level solutions for sustainable biodiversity management generated, disseminated and adopted

The current status quo for the management of biodiversity and ecosystems is to unsustainably erode natural capital, and to undervalue the loss of this natural capital to national economies. This loss is fueled by failures in policy, governance and markets. The erosion of natural capital places a special burden on women as primary stewards and users of natural capital for livelihoods, fuel etc. Nature-based solutions provide a pathway for a new trajectory that decouples economic growth from environmental loss. Therefore, one of the primary roles of the Global NFD Project is to identify and promote solutions for sustainable management of natural resources that achieve multiple sustainable development goals. The demand for solutions is growing – especially those solutions that showcase new and innovative approaches to markets, governance and policies, and that achieve multiple sustainable development goals.

The Global NFD Project will develop collaborative partnerships both internally (e.g., with the GEF Biodiversity and Ecosystems Team, with the Global Commodities Program, with the Small Grants Programme, with the SSMart Platform) as well as externally (e.g., with Rare, Solutions Panorama, UN Environment), to ensure an interoperable platform of solutions that can be shared among a wide variety of partners.

The Global NFD Project will use the flagship Equator Prize, as well as the wide range of projects within the UNDP/GEF unit, as a vehicle for identifying viable solutions. These solutions will be highlighted in a solutions database, and will be showcased through global and national prize ceremonies, events and publications. In addition, UNDP will develop materials that help to accelerate learning, including case studies, videos, best practices and photo essays. The materials will reflect on differences between women and men in achieving and accessing nature-based sustainable development outcomes. Part of the value of identifying solutions is to focus on how these solutions can be scaled up and replicated nationally and regionally. To achieve this, UNDP will catalyze learning through e-learning, webinars and online courses, will facilitate knowledge exchange through online forums, and will encourage local-national-global dialogues to accelerate the adoption of these lessons, with an aim to foster best practices across the wide range of biodiversity thematic areas. We will take measure to aim for equal opportunities for women and men to access materials, learning materials and courses and both online and in-person dialogue, as well as ensure equitable gender representation among speakers and experts invited to learning events. For example, we will aim for gender parity at in-person workshops, that is, whenever communities are invited to nominate two individuals for participation we will enforce that at least one of them be a woman. Online exchange will take into consideration variable access to connectivity and encourage equal participation across genders.

Specific activities envisaged include -

- **Activity 1.1** In collaboration with Equator Initiative partners and in collaboration with the broader UNDP-GEF team, hold national and global Equator Prize ceremonies to recognize and celebrate models and solutions of sustainable development by local communities and indigenous peoples, including those led by women

- **Activity 1.2** Conduct Equator Dialogues at local, national and global levels, to engage the broader Equator community with local, national and global policy makers, including at global policy forums, such as the Convention on Biological Diversity, with full participation and inclusion of women as experts and speakers
- **Activity 1.3** Develop materials that accelerate learning and sharing on models and solutions, including best practices, videos and story boards, among other media
- **Activity 1.4** Facilitate knowledge exchange around key thematic issues
- **Activity 1.5** Catalyze capacity through e-learning, webinars and massive open online courses for local communities and indigenous peoples, focusing on issues related to local land and water rights, taking into consideration differences of access to such opportunities between men and women; through engagement in inter-governmental processes; and through targeted capacity and financial support on issues related to accelerating private investments in scalable solutions

Output 2: National-level solutions for sustainable biodiversity management generated, disseminated and adopted

Almost all governments have completed a National Biodiversity Strategies and Action Plan (NBSAP), a road map for biodiversity actions within their country. A [recent review of NBSAPs](#) from more than 60 countries found that a large number of these actions contribute significantly to national and global sustainable development goals. These NBSAPs are already adopted as policy instruments within the country, and, to varying degrees, have the support of various ministries. Therefore, they provide a ready pathway for taking nature-based actions to achieve development dividends. Yet there are many barriers in taking these actions. The two most significant are capacity gaps and finance gaps. Countries need examples and solutions if they are to take steps away from business as usual management of natural resources. The Global NFD Project will showcase national-level nature-based solutions that help achieve multiple sustainable development goals, and that decouple economic growth from environmental destruction, while also responding to the specific challenges faced by women to access sustainable development outcomes.

Through a catalytic grant fund, modeled after the GEF-financed UNDP-implemented Early Action Grants for Protected Areas, this project will provide small, catalytic, high-impact grants to undertake key NBSAP actions. These actions will be coordinated and used in tandem with the existing UNDP-GEF project. Types of targeted NBSAP actions that could accelerate SDG implementation include: a) integration of NBSAP actions, targets and indicators into relevant national policies, strategies and plans; b) development of pilot projects to demonstrate proof of concept (e.g., managing and creating protected areas for multiple SDGs; restoring degraded areas to target extreme poverty in women and men), in particular with women's groups or led by women; c) development of feasibility study to scale up existing examples and/or develop new examples and models within the country or region; d) development of policy frameworks to allow the development of new models of biodiversity protection, including other effective conservation measures, and reflecting on the varying roles between the genders in the protection of natural resources and biodiversity; and e) development of cost-efficient measures to allow future investments (e.g., development of impact investment models, new finance mechanisms).

Thematic areas of NBSAPs actions that could contribute to achieving SDGs include: a) Actions related to biodiversity and ecosystem protection for poverty alleviation, job creation, sustainable livelihoods, empowerment of women and gender equality, food security, water security, disaster risk reduction; b) Actions related to biodiversity and ecosystem restoration for poverty alleviation, job creation, sustainable livelihoods, empowerment of women and gender equality, food security, water security, disaster risk reduction; c) Actions related to biodiversity and ecosystem sustainable use, to advance sustainable consumption and production; renewable energy; food security; and water security; d) Actions related to biodiversity mainstreaming key sectors, to advance sustainable consumption and production; livelihoods, empowerment of women and gender equality; and to minimize impacts on biodiversity. Possible sectors include energy, mining, tourism, roads, infrastructure, among others; and e) Actions related to enabling activities, including strengthening institutional mechanisms for including biodiversity in planning processes and decision making, and for monitoring progress (including use of information, monitoring and reporting systems, spatial planning and spatial decision support systems).

The Global NFD Project will advocate for accelerated progress on NBSAP actions, and provide focused support on capacity, exchanges and learning, with a focus on e-learning, webinars, and online courses. We will take measures to aim for equal opportunities for women and men to access materials, learning materials and courses and both online and in-person dialogue, as well as ensure equitable gender representation among speakers and experts invited to learning events.

The Global NFD Project will also support the use of spatial data by developing and maintaining an online portal that gathers and synthesizes multiple data sets, in partnership with WCMC, UN Pulse Lab, NASA and National Geographic, among others. The data will serve not only national governments, but also UNDP regional and national offices, but providing a unified clearinghouse for existing data related to nature and nature-based SDGs.

In addition, the Global NFD Project will provide catalytic grants to accelerate learning and action on nature-based actions for SDGs. The purpose of this catalytic grant is to showcase how investments in nature can achieve multiple development dividends through targeted actions.

Specific activities envisaged include -

- **Activity 2.1** Assess and monitor progress on National Biodiversity Strategies and Action Plans, including through GEF-funded UNDP-executed projects, and advocate for accelerated progress through presence at local, national and global events and forums, including support to the NBSAP Forum, and ensuring the full and equitable participation of women
- **Activity 2.2** Develop best practices on solutions, videos, guidance, tools and other materials to enhance knowledge exchange, promote knowledge exchange
- **Activity 2.3** Foster learning and innovation through online e-learning, webinars, Massive Open Online Courses, and strengthen capacity through targeted trainings, ensuring the full and equitable participation of women
- **Activity 2.4** Support spatial data literacy by maintaining an online portal of spatial data, in partnership with WCMC, UN Pulse Lab, NASA and National Geographic²⁴
- **Activity 2.5** Provide catalytic grants to accelerate learning on nature-based SDGs at national level, including to women's organizations and groups led by women

Output 3: Solutions for sustainable biodiversity management (including forests) generated, disseminated, advocated and adopted

Although there is a global consensus on the need for the New York Declaration on Forests (NYDF), there is currently no global platform to promote action under the NYDF. UNDP has the mandate to pull together the range of efforts on forest protection, forest restoration, supply chains and results-based approaches to reducing emissions (REDD+), in collaboration with Meridian Institute, Climate Advisors and Climate Focus. To be successful, the NYDF Platform will need to have broad participation and buy-in, while coordinating closely with organizations that are leading specific elements of global forest and climate goals, in particular with TFA2020, the Bonn Challenge, and the NDC Partnership.²⁵

The Global NFD Project will provide consolidated, focused leadership to the New York Declaration on Forests (NYDF). By conducting advocacy through events related to both initiatives, as well as at global convention meetings (e.g., Conference of Parties of UNFCCC, CBD, UNCCD), by mobilizing the participation of indigenous and local community women and men; and by monitoring status and trends in progress toward commitments, the project will help catalyze awareness and engender further commitment and political will.

The project will also foster learning and exchange of lessons on sustainable forestry, deforestation-free commodities and reforestation through the development of a knowledge portal, and in partnership with the UNDP Global Green Commodities Program.²⁶ Learning and knowledge exchange activities will reflect on gender-specific contributions to the management, restoration and sustainable use of forests; will take measures to aim for equal opportunities for women and men to access materials, learning materials and courses and both online and in-person dialogue, as well as ensure equitable gender representation among speakers and experts invited to learning events.

Specific activities envisaged include -

- **Activity 3.1** Conduct advocacy through events related to the New York Declaration on Forests and at meetings of the Conference of Parties of various Conventions (including UNFCCC, CBD, UNCCD), through monitoring progress in adhering to commitments (in partnership with Meridian Institute) and through hosting the New York Declaration on Forests
- **Activity 3.2** Engage with civil society to advocate the importance of protecting forests and indigenous rights to achieve Goals 1, 7, 13 and 15;
- **Activity 3.3** Foster learning, sharing of lessons on sustainable forestry, deforestation-free commodities and reforestation through the development of a knowledge portal, through engagement of the NBSAP Forum

²⁴ For the purpose of implementing this activity, UNOPS will not enter a contractual relationship or otherwise interact with the following entities where UNDP cannot: WCMC, UN Pulse Lab, NASA, and National Geographic.

²⁵ For the purpose of implementing this activity, UNOPS will not enter a contractual relationship or otherwise interact with the following entities where UNDP cannot: TFA2020, the Bonn Challenge, and the NDC Partnership.

²⁶ For the purpose of implementing this activity, UNOPS will not enter a contractual relationship or otherwise interact with the UNDP Global Green Commodities Programme.

and Equator portals, and in partnership with the UNDP Global Green Commodities Program; with full participation and inclusion of women as experts and speakers

- **Activity 3.4** Facilitate participation of indigenous peoples and local communities at forest-related conventions, including UNFCCC, in particular of female representatives.
- **Activity 3.5** Support the Secretariats of the Convention on Biological Diversity, the United Nations Convention to Combat Deforestation, and the United Nations Framework Convention on Climate Change, on a demand-driven basis, to identify and execute actions that will advance their respective agendas, including side events.

Contractual arrangements between project partners are specified in Section VIII. Governance and Management Arrangements.

Resources Required to Achieve the Expected Results

Key inputs for the successful implementation of this global project include adequate funding, knowledge generation and exchange, innovations and solid multi-agency partnerships. The expertise available with UNDP, the broader UN System, the World Bank Group and the broader CGF coalitions that have been nurtured over time will also be harnessed to their full potential. The Governance Arrangement section of this document outlines the NFD Global Project management and support team. A specific resource mobilization and partnership strategy is being developed.

Partnerships

One of the main assets driving the Global NFD Project is the strong collaborative relationship between UNDP, UN Environment, the Convention on Biological Diversity, NGOs, senior experts, national policy makers and practitioners and scholastic networks that have coalesced around key biodiversity and ecosystem issues, particularly around the nexus between nature and sustainable development.

Equator Initiative: Partners of the Equator Initiative include the following: Conservation International, Convention on Biological Diversity (CBD), Ecoagriculture Partners, Fordham University, The German Federal Ministry for Economic Cooperation and Development (BMZ), the Government of Norway, IUCN-International Union for Conservation of Nature, The Nature Conservancy, PCI Media Impact, Rare, Swedish International Development Cooperation Agency (Sida), the United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), the United Nations Foundation, the United States Agency for International Development (USAID) and Wildlife Conservation Society, among others. The Equator Initiative is also exploring new partnerships with National Geographic, Conservation Equity, Cultural Survival, the Leonardo DiCaprio Foundation, and World Wildlife Fund, among others.

National Biodiversity Initiative: The National Biodiversity Initiative is built on the [NBSAP Forum](#) partnership, which includes: The Convention on Biological Diversity (CBD); UN Environment; UN Environment-WCMC; Birdlife International; IUCN; Fridtjof Nansen Institute; The Nature Conservancy, The Organization for Economic Cooperation and Development; Rare, World Wildlife Fund; The Global Environment Facility. Additional partners for the work on spatial planning include: NASA, National Geographic, University of Maryland, University of Northern Arizona, UN Global Pulse Lab, and participating country governments, including Colombia, Peru, Indonesia and Ecuador, among others.

The Global Forest Initiative: Partners and collaborators on the New York Declaration on Forests include Meridian, Climate Focus and Climate Advisors, among others.

Risks and Assumptions

The main risks in the context of this global project relate to:

- **Funding Support:** If full expected funding is not available and if the demand for support is greater than that to which the global project can respond, activities may have to be scaled back and prioritized. The project team is preparing a comprehensive resource mobilization strategy and exploring ways to strengthen the aforementioned partnerships. Innovative methods of fundraising are also being explored, including crowdfunding (see for example: <https://give.undp.org/campaign/equator-initiative/c133534>); voluntary contributions for the Equator Prize ceremony; fundraising event; and impact investment support for pipeline creation.

Assumptions

The Global NFD Project and the strategies and approaches that it uses rests upon several assumptions, including the following.

- First, this project assumes that efforts in knowledge management will be sufficient to not only describe best practices and case studies, but also to convince countries of the efficiency and efficacy of these strategies, and that they should adopt them.
- Second, this project assumes that advocacy efforts are needed, and will be successful, in ensuring that countries follow through with their commitments, and that they undertake key actions to achieve those commitments.
- Third, this project assumes that participation of indigenous peoples and local communities will be sufficient to enable effective voice and will enable change on key issues, including land rights, the implementation of NBSAPs, and other issues.
- Fourth, this project assumes that capacity is a major barrier in implementation of actions to achieve sustainable development, and that capacity strengthening efforts will be sufficient to overcome this barrier and encourage change.
- Fifth, this project assumes that an effective community of practice can be developed, mobilized and activated through online web portals and other virtual means, and that these efforts are critical to achieving success.

Stakeholder Engagement

The main stakeholders in this global project include the following:

- Governments and communities searching for nature-based solutions to sustainable development
- Local communities, indigenous peoples
- Government Parties negotiating conventions
- Companies, governments, NGOs who are signatories to the NYDF
- Governments developing, implementing and/or reporting on their NBSAPs;
- Civil society, including NGOs and others, advancing nature-based solutions to development

Cooperation (SSC/TrC)

In line with UNDP's new corporate strategy on SSC/TrC recognizing the critical role of national capacities and the importance of universal access to knowledge as a development multiplier for accelerating the achievement of the 2030 Agenda, this project will facilitate South-South exchanges among countries and communities to adapt and apply best practice solutions in nature-based solutions for sustainable development. The Global NFD Project will facilitate virtual South-South exchanges, including in collaboration with the SSMart platform. UNDP will also document and disseminate experience and results from process of supporting and facilitating South-South virtual exchanges.

Mainstreaming gender: Women and men have different roles, resources and decision-making opportunities in the management of biodiversity. While these differences vary between and within countries, contexts and cultures in most circumstances there are inequalities, which tend to favor males. There are significant gender differences in economic opportunities, access to and control over land, biodiversity resources and other productive assets, in decision-making power, as well as in vulnerability to biodiversity loss, and access to and control over natural resources. To inform efficient policies regarding biodiversity conservation, sustainable use and the sharing of its benefits, it is necessary to understand and expose gender-differentiated biodiversity practices, gendered knowledge acquisition and usage, as well as gender inequalities in control over resources. Thus the project will consider the influences of gender differences and inequalities on the conservation and sustainable use of biodiversity, and the ways in which these differences and inequalities influence how women and men are affected by biodiversity policies, planning and programming. More specifically, the recognition of women as key stakeholders in biodiversity conservation at all levels, within communities, governments and businesses, will be important.

UNDP will ensure gender considerations are fully mainstreamed throughout the project, including the development of gender-responsive NFD projects that account for the differences in uses of, access to and control of biodiversity between women and men, consistent with the UNDP Gender Equality Strategy and the GEF Policy on Gender. All actions in this project will consider gender responsive strategies and actions

that highlight women's role in conservation/sustainable use and address the need for a more gender-responsive sharing of its benefits. Based on the analysis of gender that the CBD Secretariat conducted in advance of CoP13²⁷, and based on UNDP's own analysis of gender-related actions across all post-2010 NBSAPs, UNDP will ensure that key dimensions of gender are integrated into the project, including an increase in understanding of gender-differentiated connections to biodiversity conservation and sustainable use to support more sustainable outcomes, an understanding of the steps related to gender equality and women's empowerment, identifying opportunities for women that make use of their traditional knowledge; and reinforcing efforts to include women in the implementation of biodiversity-sensitive Sustainable Development Goals.

Knowledge

Numerous knowledge products will be developed in the context of this project, thereby strengthening and indeed consolidating UNDP's role as a global thought leader and influencer in the global community working on supporting nature-based solutions to sustainable development. Targeted efforts will be directed towards supporting innovative research and compiling lessons and new evidence from practice in protecting, restoring and managing nature for key sustainable development goals, including Goals 1, 2, 3, 6, 7 and 12, among others.

This work will build on the existing body of knowledge developed by the Biodiversity Global Programme and the NBSAP Forum, including the development of more than 200 case studies, 150 best practices, 22 e-learning modules, 100+ videos, 750+ solutions and more. The Global NFD Project will consolidate and strengthen a solutions database that will be interoperable with other similar databases, and will orient the solutions around key thematic issues facing UNDP's work on the nature-development nexus.

Sustainability and Scaling Up

With regard to the sustainability of the project approach and results, emphasis will be placed at three different levels, consistent with the levels within the project:

- *Equator Initiative*: The focus will be on strengthening the partnership and long-term financial sustainability for all aspects of the initiative, including global and national prize ceremonies, knowledge management, local-national dialogues and solutions development. The focus of identifying solutions will be on scaling up solutions that can be broadly adopted by governments, communities and the private sector. A special emphasis will be placed on empowering communities to scale up and sustain their own enterprises.
- *National Biodiversity Initiative*: The focus will be on strengthening capacities of countries to identify and adopt innovative solutions to nature-based SDGs, to strengthen the partnership between UN Environment, CBD and UNDP, and to institutionalize data and data systems within the UN Pulse Lab and with other partners, including UNE-WCMC, WRI, National Geographic and CBD.
- *Global Biodiversity Initiative*: The focus will be on strengthening the NYDF partnership, including strengthening existing commitments, increasing and broadening the number and types of signatories, and consolidating the partnership of Meridian, Climate Focus and Climate Advisors. In addition, UNDP will also diversify sources of funding and partnerships, and the global NFD's knowledge and learning portal and social media tools and platforms will be leveraged to feature progress and partnerships, as well as promising emerging good practices and successes.

²⁷ See Progress in Implementing the Gender Plan of Action: Update on Mainstreaming Gender Considerations in National Biodiversity Strategies and Action Plans, UNEP/CBD/COP/13/8/Add 319 October 2016

IV. PROJECT RESULTS FRAMEWORK

Cost Efficiency and Effectiveness

The Global NFD project strategy will be designed and executed to enable the delivery of maximum results with available resources. By merging three existing initiatives into one, there will likely be many opportunities for operational and management efficiencies. Furthermore, the Global NFD project strategy will allow for strong linkages between new and emerging solutions, and linkages with the biodiversity portfolio within UNDP GEF. Online platforms will also be harnessed to limit costs (consultations, e-discussions, online knowledge sharing and management via existing portals). Many activities will be jointly delivered with partners, including with UNEP-WCMC, CBDD and Equator Partners. We will work closely with related environment and biodiversity programs across UNDP to avoid duplication of efforts. The Global NFD Project will also explore synergies with other initiatives within the UNDP/BPPS Governance and Peacebuilding and Sustainable Development clusters to ensure close collaboration with other thematic teams.

Project Management

The Global NFD Project team will be located in UNDP-BPPS (Bureau for Policy and Programme Support) offices based in New York, USA, with activities closely coordinated with the UNDP regional bureaus, regional hubs and UNDP country offices at all levels. *Detailed governance arrangements are outlined in section VIII.*

Results Framework



Intended Outcome as stated in the Strategic Plan 2018-2021 – Outcome 2 “Accelerate structural transformations for sustainable development”

Outcome indicators as stated in the Strategic Plan 2018-2021 SP Outcome: National governments and local communities shift to models of economic growth and development that ensure that biodiversity and ecosystems are sustainably protected, managed and restored, deliver multiple benefits including for employment and livelihoods, are integrated into national planning frameworks and policies, and are just and inclusive

Applicable Output(s) from the UNDP Strategic Plan: 2.4.1 Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources , in line with international conventions and national legislation; 3.4.1 Innovative nature-based and gender-responsive solutions developed, financed and applied for sustainable recovery; 1.4.1 Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains.

Project title Global Project on Nature for Development

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1 (2018-2019)	Year 2 (2019-2020)	Year 3 (2020-2021)	Year 4 (2021-2022)	Year 5 (2022-2023)	FINAL (cumulative)	
Output 1 Local-level solutions for sustainable biodiversity management generated, disseminated and adopted	1.1 Number of local nature-based solutions identified through this project, including count of number of solutions that are women’s groups or women-led	Solutions database	500	2017	1000	1000	1000	1000	1500	6000	Solutions will be regularly updated, reviewed and uploaded to the solutions portal
	1.2 Number of national and global events in which local solutions are featured	Events calendar	5	2017	10	10	15	15	15	70	Participation of representatives of solutions, including Equator Prize winners, will be documented
	1.3 Number of case studies, best practices, learning materials on nature-based solutions created, including reflections on contributions by women and women’s groups and/or gender-specific differences in benefiting from sustainable development outcomes	Web portal	200 case studies	2017	25	25	35	35	30	350	Tabulation of materials

	1.4 Number of people, including policy makers, reached through webinars, e-learning, open online courses and through local-national dialogues, and through social media, disaggregated by sex	Online statistics and analytics	<200	2017	1500	1500	2000	2500	3,000	10500	Data will be collected periodically through existing data analytic tools (e.g. Google, MailChimp, BitLy, Twitter, etc.)
	1.5: Number of solutions adopted and replicated as a result of this program	Surveys, questionnaires	0 (Unkown)	2017	20	20	20	20	20	100	We will begin tracking this indicator with surveys and questionnaires
Output 2 National-level solutions for sustainable biodiversity management generated, disseminated and adopted	2.1 Number of solutions developed and uploaded onto solutions portal, including from the UNDP GEF portfolio, including count of number of solutions that are targeted to women and advance gender equality	Solutions portal	0	2017	200	250	250	250	250	1200	We will monitor the solutions portal and will ensure interoperability with other portals
	2.2 Number of countries accessing and using solutions and spatial planning portals	User surveys	10	2017	15	50	50	50	75	75 (total)	We will conduct regular surveys
	2.3 Number of people accessing learning materials, including webinars, online courses, disaggregated by sex	Google analytics	unkown	2017	1500	1500	1500	1500	2000	8000	Data will be collected periodically through existing data analytic tools (e.g. Google, MailChimp, BitLy, Twitter, etc.)
	2.4 Number of actions taken by countries that have direct and measurable impacts on SDGs, as measured by SDG targets and indicators	Program records	0	2017	30	30	30	30	30	150	Reports from catalytic grants

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Output 3. Solutions for sustainable biodiversity management (including forests), generated, disseminated, advocated and adopted	3.1 Number of events at which the NYDF, and related forest issues, is advanced	Program records	0	2017	3	6	6	6	6	27	We will track events, including by our partners, where NYDF is advocated, and we will track participation, including of women
	3.2 Number of signatories of governments, companies and communities who have demonstrated commitment and who have undertaken concrete steps to achieve one or more of the NYDF goals	Annual report	189 ²⁸	2017	240	300	400	500	600	600 total	Annual report prepared by partners, annual
	3.3 Number of knowledge management products and solutions produced on sustainable forestry, deforestation-free commodities and reforestation, among other NYDF-related themes, including reflections on contributions by women and women's groups and/or gender-specific differences, where appropriate	Solutions portal, NYDF portal	0	2017	25	25	25	25	25	125	We will review progress twice annually to ensure we are on target
	3.4 Number of indigenous peoples and local communities engaged in forest-related global events, advocating for a land rights, forest protection, disaggregated by sex of participants	Program tracking	0 (Unknown)	2017	100	100	200	200	200	800	Includes virtual participation, through analytics, program monitoring
	3.5 Number of knowledge products, events, calls, workshops and meetings to support Convention Secretariats, on a demand-driven basis	Program records	Not documented	2017	2 major meetings (Nov and Dec)	3 major meetings	3 major meetings	3 major meetings	3 major meetings	14 total meetings	We will track contributions to the work of MEA Conventions, including support to knowledge products, major meetings

V. MONITORING AND EVALUATION

The project results as outlined in the project results framework will be monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results.

M&E Oversight and monitoring responsibilities:

The Programme Manager: The Programme Manager is responsible for day-to-day project oversight and regular monitoring of project results and risks, including social and environmental risks. The Programme Manager will ensure that all project staff maintain a high level of transparency, responsibility and accountability in M&E and reporting of project results. The Programme Manager will inform the Project Board of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted.

The Programme Manager will coordinate development of global annual work plan and national work plans based on a multi-year work plan, including annual output targets to support the efficient implementation of the project. This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for evidence-based reporting in the APR, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g. ESMP, gender action plan, stakeholder engagement plan etc.) occur on a regular basis.

Project Board: The Project Board will take corrective action as needed to ensure the project achieves the desired results. The Project Board will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. 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 highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project mid-term evaluation report and the management response.

Additional monitoring and reporting requirements:

Inception Workshop and Report: A project inception workshop (in person or virtual) will be held within two months after the project document has been signed by all relevant parties to, amongst others:

- a. Re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project strategy and implementation;
- b. Discuss the roles and responsibilities of the project team, including reporting and communication lines and conflict resolution mechanisms;
- c. Review the results framework and finalize the indicators, means of verification and monitoring plan;
- d. Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E;
- e. Update and review responsibilities for monitoring the various project plans and strategies, including the risk log; SESP, Environmental and Social Management Plan and other safeguard requirements; project grievance mechanisms; the gender strategy; the knowledge management strategy, and other relevant strategies;
- f. Review financial reporting procedures and mandatory requirements, and agree on the arrangements for the annual audit; and
- g. Plan and schedule Project Board meetings and finalize the first year annual work plan.

²⁸37 governments, 20 sub-national governments, 53 multi-national companies, 16 groups representing indigenous communities and 63 non-government organisations.

The Programme Manager will prepare the inception report no later than one month after the inception workshop.

Final Report: The project's mid-term evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up. 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 analyzed 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	UNDP partners include those partners listed in the partnership sections, with relevant BPPS teams, Global Policy Centres, Regional Bureaus and Evaluation Office	TBD
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		TBD
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.		TBD
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		TBD
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		TBD
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the	Annually, and at the end of the project (final report)			TBD

	annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.				
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 Total Budget and Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	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.		TBD

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
e.g., Mid-Term Evaluation	--					\$12,000, Germany
Final Evaluation	Partners will include representative sample from partners listed in the partnership section					\$20,000, Germany

VI. FINANCIAL PLANNING AND MANAGEMENT

The total budget for the Nature for Development Programme is **USD 13,353,992**. Current funding (Phase 1) is secured and provided through government funding from Germany BMZ (EUR 180,000 equivalent to USD 212,264 and EUR 500,000 equivalent to USD 589,623²⁹), and Germany BMU (EUR 5,132,185 equivalent to USD 6,052,105³⁰), together totaling **USD \$6,853,992**. UNOPS will deliver directly a budget of USD \$12,255,380.

Phase I and II This project will be implemented in two phases. Phase I will carry out activities for which funds have already been obtained, either through current firm commitments from donors or commitments with legal agreement pending. Phase I will run from the project start through the end of 2019, except for the work in output 3, where it will run through the end of 2021, as funding is already secured until then.

Phase II will implement activities for which funding is currently under negotiation, for outputs 1 and 2 this will be 2019 through 2022, for output 3 it will be 2022 only.

Phase II: USD: 6,500,000. We are currently in negotiations with the Government of Norway to fund the remainder of the project through a five-year agreement.

Phase I – currently secured funding or firm commitment from Germany (BMU and BMZ): USD 6,853,992

Donor	Amount Year 1 (USD): 2018	Amount Year 2 (USD): 2019	Amount Year 3 (USD): 2020	Amount Year 4 (USD): 2021	Amount Year 5 (USD): 2022	TOTAL (USD)	Budget note
Germany (BMZ)	212,264	589,623			-	801,887	EUR 180,000; one tranche of EUR 90,000 in 2017 and EUR 90,000 in 2018; through a funds-in-trust/cost-sharing arrangement from 2016-18, in place. EUR 500,000 awarded for Equator Initiative in 2019.
Germany (BMU)	2,682,578	1,927,546	1,078,822	363,159	-	6,052,105	EUR 5,132,185 with UNORE of 1 Oct at 0.848 for the work on the New York Declaration on Forests (Output 3), secured for four a project duration of four years; signature of agreement pending
PROJECT TOTAL	2,894,842	2,517,169	1,078,822	363,159		6,853,992	

Phase II – currently under negotiation with Norway (Norad): USD 6,500,000

Donor	Amount Year 1 (USD): 2018	Amount Year 2 (USD): 2019	Amount Year 3 (USD): 2020	Amount Year 4 (USD): 2021	Amount Year 5 (USD): 2022	TOTAL (USD)	Budget note
Norway (Norad)	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000	Currently under negotiation.
PROJECT TOTAL	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000	

²⁹ UNORE of 1 Oct 2017 was applied

³⁰ UNORE of 1 Oct 2017 was applied

Phase I and Phase II: total project size: USD 13,353,992

Donor	Amount Year 1 (USD): 2018	Amount Year 2 (USD): 2019	Amount Year 3 (USD): 2020	Amount Year 4 (USD): 2021	Amount Year 5 (USD): 2022	TOTAL (USD)	Budget note
Phase I	2,894,842	2,517,169	1,078,822	363,159	-	6,853,992	Signed or firm commitments.
Phase II	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000	Currently under negotiation.
PROJECT TOTAL	4,194,842	3,817,169	2,378,822	1,663,159	1,300,000	13,353,992	

Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, Project Board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the Programme Manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board.

Refund to Donor: Should a refund of unspent funds be necessary, this will be managed directly by UNDP/BPPS (Bureau for Policy and Programme Support) in New York.

Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP.³¹ On an exceptional basis only, a no-cost extension beyond the initial duration of the project will be sought from the Project Board.

Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. Once operational closure is completed, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

³¹ see <https://info.undp.org/global/popp/ppm/Pages/Closing-a-Project.aspx>

VII. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Atlas ³² Proposal or Award ID:	00106932	Atlas Primary Output Project ID:	00107413
Atlas Proposal or Award Title:	Global Programme on Nature for Development (PIMS6391)		
Atlas Business Unit	UNDPPI		
Atlas Primary Output Project Title	Global Programme on Nature for Development (PIMS6391)		
Implementing Partner	UNOPS		

*note: **blue cells show current funding**. Further details in Budget for Current Funding below the Budget table Note.

Atlas Activity	Responsible Party/[1] (Atlas Implementing Agent)	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD): 2018	Amount Year 2 (USD): 2019	Amount Year 3 (USD): 2020	Amount Year 4 (USD): 2021	Amount Year 5 (USD): 2022	Amount Year 5/6 (USD): 2023	TOTAL (USD)	See Budget Note:
Output 1: Local-level solutions for sustainable biodiversity management generated, disseminated and adopted. Gender marker: 2	UNOPS	30000	Germany (BMZ)	61300	Salary & Post Adj Cst-IP Staff	51,598	99,386					150,984	1
		30000	Germany (BMZ)	71200	International Consultants	79,466	176,753					256,219	2
		30000	Germany (BMZ)	71600	Travel		73,979					73,979	3
		30000	Germany (BMZ)	72600	Grants		200,000					200,000	4
		30000	Germany (BMZ)	75105	Services to projects - (GMS Germany (BMZ) 8%)	11,429	47,970					59,399	5
		30000	Germany (BMZ)	75105	Services to projects (UNOPS LMDC – 3%)	3,932	16,504					20,435	
		30000	Germany (BMZ)	74559	Services to projects - (UNOPS fee 6%)	7,864	33,007					40,871	6
					sub-total Germany (BMZ)	154,289	647,598					801,887	7
		UNOPS	30000	Norway (Norad)	61300	Salary & Post Adj Cst-IP Staff			99,386	99,386	99,386	57,975	356,133
		30000	Norway (Norad)	71200	International Consultants		109,279	160,000	160,000	160,000	81,720	670,999	9

³² See separate guidance on how to enter the TBWP into Atlas

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	30000	Norway (Norad)	71600	Travel	14,400	30,400	30,400	30,400	30,400	14,400	150,400	10
	30000	Norway (Norad)	72100	Contractual/Professional services		120,900	48,600	120,900	48,600		339,000	11
	30000	Norway (Norad)	72400	Communic & Audio Visual Equip	500	1,000	1,000	1,000	1,000	500	5,000	12
	30000	Norway (Norad)	72500	Office Supplies	500	14,500	1,000	1,000	1,000	500	18,500	13
	30000	Norway (Norad)	72600	Grants				200,000			200,000	14
	30000	Norway (Norad)	75700	Meetings	9,000	37,000	26,000	28,000	23,000	12,000	135,000	15
	30000	Norway (Norad)	74200	Audio Visual&Print Prod Costs	8,000	20,000	20,000	20,000	20,000	12,000	100,000	16
	30000	Norway (Norad)	74500	Miscellaneous	500	1,000	1,000	1,000	1,000	500	5,000	17
	30000	Norway (Norad)	75700	Training, workshop,		100,000	25,000	100,000	25,000	25,000	275,000	18
	30000	Norway (Norad)	75105	Services to projects - (GMS Norway (Norad) 10%)	3,586	47,315	44,950	83,024	44,623	22,301	245,798	5
	30000	Norway (Norad)	75105	Services to projects (UNOPS LMDC – 3%)	987	13,022	12,372	22,851	12,282	6,138	67,651	
	30000	Norway (Norad)	74559	Services to projects - (UNOPS fee 6%)	1,974	26,045	24,743	45,701	24,563	12,276	135,302	6
				sub-total Norway	39,447	520,461	494,451	913,262	490,854	245,309	2,703,783	
				Total Outcome 1	193,736	1,168,059	494,451	913,262	490,854	245,309	3,505,670	
Output 2: National-level solutions for sustainable biodiversity management generated, disseminated and adopted Gender marker: 2	30000	Norway (Norad)	61300	Salary & Post Adj Cst-IP Staff	41,411	99,386	99,386	99,386	99,386	57,975	496,930	19
	30000	Norway (Norad)	71200	International Consultants	68,750	109,279	160,000	160,000	160,000	81,721	739,750	20
	30000	Norway (Norad)	71600	Travel	14,400	30,400	30,400	30,400	30,400	14,400	150,400	21
	30000	Norway (Norad)	72100	Contractual/Professional services		15,750	15,750	15,750	15,750		63,000	22
	30000	Norway (Norad)	72400	Communic & Audio Visual Equip	3,500	11,500	11,500	11,500	11,500	8,000	57,500	23
	30000	Norway (Norad)	72500	Office Supplies	500	1,000	1,000	1,000	1,000	500	5,000	24
	30000	Norway (Norad)	72600	Grants		50,000	50,000	50,000	50,000		200,000	25

		30000	Norway (Norad)	75700	Metings			4,000	4,000	4,000	2,000	2,000	16,000	26
		30000	Norway (Norad)	74200	Audio Visual&Print Prod Costs			6,375	6,375	6,375	6,375	4,000	29,500	27
		30000	Norway (Norad)	75105	Services to projects - (GMS Norway (Norad) 10%)	14,013		35,718	41,247	41,247	41,029	18,377	191,631	5
		30000	Norway (Norad)	75105	Services to projects (UNOPS LMDC – 3%)	3,857		9,831	11,352	11,352	11,292	5,058	52,742	
		30000	Norway (Norad)	74559	Services to projects - (UNOPS fee 6%)	7,714		19,661	22,705	22,705	22,585	10,116	105,485	6
					sub-total Norway	154,144		392,900	453,715	453,715	451,317	202,147	2,107,938	
					Total Outcome 2	154,144		392,900	453,715	453,715	451,317	202,147	2,107,938	
Output 3: Solutions for sustainable biodiversity management (including forests) generated, disseminated, advocated and adopted	UNOPS	30000	Germany (BMU)	61300	Salary & Post Adj Cst-IP Staff	41,411		99,386	99,386	99,386			339,569	28
		30000	Germany (BMU)	71200	International Consultants	151,048		197,498	231,956	142,554			723,056	29
		30000	Germany (BMU)	71600	Travel	46,068		159,836	132,861	89,494			428,259	30
		30000	Germany (BMU)	72100	Contractual/Professional services	55,425		102,594	102,594	17,689			278,302	31
		30000	Germany (BMU)	73100	Rental& Maintenance-Premises	34,428		34,428	34,428	34,428			137,712	33
		30000	Germany (BMU)	74200	Audio Visual&Print Prod Costs	17,689		17,689	17,689	17,689			70,755	34
		30000	Germany (BMU)	75700	Training, workshop, meetings	29,127		50,118	50,118	9,434			138,797	37
		30000	Germany (BMU)	75105	Services to projects - (GMS Germany (BMU) 8%)	32,717		57,687	58,340	35,811			184,554	38
		30000	Germany (BMU)	75105	Services to projects - (UNOPS LMDC 3%)	11,256		19,846	20,071	12,320			63,494	
		30000	Germany (BMU)	74559	Services to projects - (UNOPS fee 6%)	22,512		39,693	40,142	24,640			126,987	39
						sub-total Germany (BMU)	441,680		778,776	787,584	483,445			2,491,485
	Meridian Institute (Responsible Party)	30000	Germany (BMU)	61300	Personnel / Salary & Post Adj Cst-IP Staff (not contracted by UNOPS)	270,351		185,346					455,697	41

	30000	Germany (BMU)	71600	Travel	137,276						137,276	43
	30000	Germany (BMU)	72100	Contractual/Professional Services	1,146,524	856,879	316,956				2,320,358	44
	30000	Germany (BMU)	72500	Office Supplies	1,415						1,415	45
	30000	Germany (BMU)	74200	Audio Visual&Print Prod Costs	5,307	3,184					8,491	47
	30000	Germany (BMU)	74200	Audio Visual&Print Prod Costs	3,538						3,538	48
	30000	Germany (BMU)	75700	Training, workshop,	97,877						97,877	51
	30000	Germany (BMU)	75105	Services to projects - (GMS Germany (BMU) 8%)	144,952	91,160	27,639				263,750	38
	30000	Germany (BMU)	75105	Services to projects - (UNOPS LMDC 3%)	49,869	31,362	9,509				90,740	
	30000	Germany (BMU)	74559	Services to projects - (UNOPS fee 6%)	99,737	62,724	19,017				181,479	39
				sub-total Germany (BMU) implemented by Meridian	1,956,845	1,230,654	373,121				3,560,620	52
UNOPS	30000	Norway (Norad)	61300	Salary & Post Adj Cst-IP Staff					99,386	57,975	157,361	53
	30000	Norway (Norad)	71600	Travel		7,500	7,500	7,500	7,500	2,500	32,500	54
	30000	Norway (Norad)	72100	Contractual/Professional services		50,000					50,000	55
	30000	Norway (Norad)	72500	Office Supplies	250	500	500	500	460	250	2,460	56
	30000	Norway (Norad)	72600	Grants		24,000	24,000	24,000	24,000		96,000	57
	30000	Norway (Norad)	73100	Rental& Maintenance-Premises					34,428	22,464	56,892	58
	30000	Norway (Norad)	75105	Services to projects - (GMS Norway (Norad) 10%)	27	8,938	3,488	3,488	18,069	9,068	43,078	38
	30000	Norway (Norad)	75105	Services to projects (UNOPS LMDC – 3%)	8	2,460	960	960	4,973	2,496	11,856	
	30000	Norway (Norad)	74559	Services to projects - (UNOPS fee 6%)	15	4,920	1,920	1,920	9,946	4,991	23,713	39
				sub-total Norway (Norad)	300	98,318	38,368	38,368	198,763	99,744	473,860	

				Total Outcome 3	2,398,826	2,107,748	1,199,073	521,813	198,763	99,744	6,525,966		
Project management unit	UNOPS	30000	Norway (Norad)	61300	Salary & Post Adj Cst-IP Staff		165,000	165,000	165,000	165,000	90,000	750,000	59
		30000	Norway (Norad)	74500	UNOPS CMDC or UNDP CO services to UNOPS	10,000	20,000	20,000	20,000	20,000	10,000	100,000	60
		30000	Norway (Norad)	72200	Equipment and Furniture	1,500	3,000	3,000	3,000	3,000	1,500	15,000	61
		30000	Norway (Norad)	72500	Supplies	500	1,000	1,000	1,000	1,000	500	5,000	62
		30000	Norway (Norad)	73100	Rental & Maintenance-Premises	14,286	28,572	28,572	28,572	28,572	14,286	142,860	63
		30000	Norway (Norad)	75105	Services to projects - (Norway (Norad) GMS 10%)	2,865	23,715	23,715	23,715	23,715	12,675	110,402	64
		30000	Norway (Norad)	75105	Services to projects (UNOPS LMDC - 3%)	789	6,527	6,527	6,527	6,527	3,489	30,386	
		30000	Norway (Norad)	74559	Services to projects - (UNOPS fee 6%)	1,577	13,054	13,054	13,054	13,054	6,977	60,772	65
				sub-total Norway (Norad)	31,517	260,869	260,869	260,869	260,869	139,427	1,214,419		
				Total Project Management	31,517	260,869	260,869	260,869	260,869	139,427	1,214,419		
				Total Amount to be Delivered by UNOPS (exclusive of UNDP GMS and UNOPS fees)	2,356,545	3,318,415	2,026,357	1,800,342	1,169,143	572,666	11,243,468		
				Total amount UNOPS LMDC (3%)	70,696	99,552	60,791	54,010	35,074	17,180	337,304		
				Total amount UNOPS fee (6%)	141,393	199,105	121,581	108,021	70,149	34,360	674,608		
				Total Amount to be Delivered by UNOPS (inclusive of UNOPS fees - exclusive of UNDP GMS)	2,568,634	3,617,073	2,208,729	1,962,373	1,274,366	624,205	12,255,380		
				Total services to projects/UNDP GMS (10% Norad + 8% BMZ&BMU)	209,589	312,503	199,378	187,285	127,437	62,421	1,098,612		

			Total Amount to be Delivered by UNOPS (inclusive of UNDP GMS and UNOPS fees)	2,778,223	3,929,576	2,408,107	2,149,658	1,401,802	686,626	13,353,992
			Total amount to be delivered by Meridian, inclusive of UNDP GMS and UNOPS fee	1,956,845	1,230,654	373,121				3,560,620
			Total Amount to be delivered by Meridian, exclusive of UNDP GMS and UNOPS fee	1,662,288	1,045,408	316,956				3,024,652
			TOTAL Germany (BMZ)	154,289	647,598					801,887
			TOTAL Norway (Norad)	225,408	1,272,548	1,247,402	1,666,213	1,401,802	686,626	6,500,000
			TOTAL Germany (BMU)	2,398,526	2,009,430	1,160,705	483,445			6,052,105
			PROJECT TOTAL	2,778,223	3,929,576	2,408,107	2,149,658	1,401,802	686,626	13,353,992

Budget Note Table

#	Budget note
1	P5 (298,188 \$) * 33% = 99,386 \$ (shared among 3 project components)
2	Equator Initiative coordinator (220 days x 450 \$) years 2-5; Learning coordinator (33%=73.3 days x 450 \$); Policy Advisor and Learning Specialist (33%=73.3 days x 450 \$)
3	Equator Initiative coordinator: 15 days/year; P5 15 days a year for this output; Learning coordinator 4 days/year for this output; Policy advisor and learning specialist 4 days/year for this output; every day is estimated at USD 800 including DSA/TE/flights; Output 1.1: Travel for Equator Prize winner representatives, in 2019 (40 pax = 160k) and 2021 (40 pax = 160k), DSA/TE/F10/flights, estimated at 4k per person (calculation different than for project staff as accommodation will be contracted separately, see 72100); Output 1.2 Meetings at national level (20 pax per meeting = 16k, 800 \$ per person incl travel/DSA/TE/F10, 7 meetings, 2 each in 2019-21, one in 2022); Output 1.2: Meetings at global level (CBD COP 14 (2018), COP 15 (2020), COP 16 (2022); World Conservation Congress (2020);UNCCD (2019, 2022)) 25 pax x 6 conferences = 75k per conference. 3k per person for flight tickets, DSA/TE and F10 (hotel contracted separately, see 72100); Output 1.4: Travel for community representatives to selected meetings: 4 pax per year in year 2-5 @5k each = 20k per year
4	Equator Prize winner prize grants/money @ 10k per winner; 20 winners in 2019 and 20 in 2021
5	Germany BMZ GMS fee of 8% of total award. 8% of EUR 180,000 (equivalent to USD 212,264 = USD 16,981); 8% of EUR 500,000 (equivalent to USD 589,623 = USD 47,170)
6	UNOPS fee of 9%: 9% of 212,264-16981=195,283*0.09 = 11,717; 9% of 589,623-47170= 542,453*0.09=32,547
7	all calculated from euros to dollars using UN Operational Rate of Exchange Euro = (0.848 as of Oct 1)
8	P5 (298,188 \$) * 33% = 99,386 \$ (shared among 3 project components)

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9	Equator Initiative coordinator (220 days x 450 \$) years 2-5, Learning coordinator (33%=73 3 days x 450 \$), Policy Advisor and Learning Specialist (33%=73 3 days x 450 \$)
10	Equator Initiative coordinator 15 days/year, P5 15 days a year for this output, Learning coordinator 4 days/year for this output, Policy advisor and learning specialist 4 days/year for this output, every day is estimated at USD 800 including DSA/TE/flights, Output 1 1 Travel for Equator Prize winner representatives, in 2019 (40 pax = 160k) and 2021 (40 pax = 160k), DSA/TE/F10/flights, estimated at 4k per person (calculation different than for project staff as accommodation will be contracted separately, see 72100), Output 1 2 Meetings at national level (20 pax per meeting = 16k, 800 \$ per person incl travel/DSA/TE/F10, 7 meetings, 2 each in 2019-21, one in 2022), Output 1 2 Meetings at global level (CBD COP 14 (2018), COP 15 (2020), COP 16 (2022), World Conservation Congress (2020), UNCCD (2019, 2022)) 25 pax x 6 conferences = 75k per conference 3k per person for flight tickets, DSA/TE and F10 (hotel contracted separately, see 72100), Output 1 4 Travel for community representatives to selected meetings 4 pax per year in year 2-5 @5k each = 20k per year
11	Output 1 1 Hotel for Equator Prize winners in 2019 and 2021 (15 double rooms x 7 days x 320 \$ = 33,600), Output 1 1 PR firm for Equator Prize 2019/2021 (15,000 each), Output 1 2 Meetings at local level Accommodation (3 days x 120 \$ x 30 people = 10,800 \$, 1 meeting per year in 2019-22), Output 1.2 Meetings at national level Accommodation (3 days x 150 \$ x 50 people = 22,500, 4 meetings, one each in 2019-22), Output 1 2 Meetings at global level accommodation (20 pax x 6 days x 200 \$ = 24,000 \$, 6 conferences CBD COP 14 (2018), COP 15 (2020), COP 16 (2022), World Conservation Congress (2020), UNCCD (2019, 2022)) Output 1 2 Meetings at global level communications services/PR (10,000 each for the 6 conferences mentioned in previous item)
12	Output 1 5 Software for webinars and MOOCs
13	Office supplies (1000 per year and new computers in 2019 (USD 1,500 x 9 team members)
14	Equator Prize winner prize grants/money @ 10k per winner, 20 winners in 2019 and 20 in 2021
15	Output 1 1 Catering at Equator Prize 2019 and 2021 Award ceremony and community dialogue workshops, including receptions (20k in 2019 and 20k in 2021), Output 1 2 Meetings at local level Catering (5k each, 1 per year in 2019-22), Output 1 2 Meetings at national level Catering (3k each, 7 meetings, 2 each in 2019-21, 1 in 2022, assumption that co-finance can be found, therefore catering costs are lower than at local level meetings), Output 1 2 Meetings at global level Catering (3 receptions per global event at 3k each, so 9k for each of the following 6 conferences CBD COP 14 (2018), COP 15 (2020), COP 16 (2022), World Conservation Congress (2020) UNCCD (2019, 2022)),
16	Output 1 3 Video production company to produce videos on best practices (1 per year @ 5k), Output 1 3 Printing of fliers and promotional materials (2k per year), Output 1 3 Graphic design print/web (8k per year), Output 1 5 Video production costs for promotional videos for MOOCs/webinars (5k per year)
17	Misc expenses, Foreign Exchange Currency Loss, project management cost
18	Output 1 1 Venue rental and production of global Award Ceremonies, Equator Prize 2019 and 2021 (100,000 each), Output 1 1 Award ceremonies at national level facilitated by COs, cost for venue/catering, travel of up to 5 community representatives to capital (5,000 per event), 5 ceremonies in 2018, 2020 and 2022 (25,000),
19	P5 (298,188 \$) * 33% = 99,386 \$ (shared among 3 project components)
20	National Biodiversity coordinator 220 days/year x 450 \$ = 99k, Learning coordinator (33%=73 3 days x 450 \$) = 33k, Policy Advisor and Learning Specialist (33%=73 3 days x 450 \$) = 33k
21	National Biodiversity coordinator 15 days/year, P5 15 days a year for this output, Learning coordinator 4 days/year for this output, Policy advisor and learning specialist 4 days/year for this output, every day is estimated at USD 800 including DSA/TE/flights, Output 2 3 Targeted in-person trainings on NBSAP implementation 20 people per meeting at national level flights, DSA, TE, estimated at 800 \$ per person = 16k per meeting (hotel contracted separately, see 72100), 4 meetings (1 each in 2019, 20, 21, 22),
22	Output 2 3 Targeted in-person trainings on NBSAP implementation Accommodation, 3 days x 150 \$ x 35 people = 15750 per meeting, 5 meetings (1 each in 2019, 20, 21, 22),
23	Output 2 3 Mass e-mailing software for MOOCs (subscription @ 1,500 per year), Output 2 4 Maintenance costs of online spatial data portal (10k per year)
24	Office supplies (1000 per year)

25	Output 2 5 Catalytic grant fund for SDG implementation grants to NGOs/stakeholders to implement SDG actions, average grant size 25k, 2 grants annually (2018-2022)
26	Output 2 3 Targeted in-person trainings on NBSAP implementation Catering, 5 meetings at national level (2 in 2020, 1 each in 2019, 21, 22), ~4k each
27	Output 2 2 Videos to promote best practice in NBSAP implementation (1 per year in 2019-22, 3k per video), Output 2 2 Printing of training materials (4,375 per year in 2019-22)
28	P5 (298,188 \$) * 33% = 99,386 \$ (shared among 3 project components), lower/higher amounts as per proposal to donor 2018 EUR 50k, 2019 EUR 150k, 2020 EUR 100k, 2021 EUR 100k Multiplied by 92% to account for 8% GMS
29	NYDF coordinator 220 days/year @ 547 \$ (EUR 102k/year in 2018-21), international consultant 55 days/year @ 536 \$ (EUR 25k/year in 2018-21), international consultant 110 days/year @ USD 514 (EUR 48k in 2018-21), all rates as per proposal to donor @ UNORE rates of 1 Oct. Multiplied by 92% to account for 8% GMS
30	Travel as per proposal to donor, EUR rates @ UNORE of 1 Oct (2018 EUR 85,401/USD 100,708, 2019 EUR 87,441/USD 103,114, 2020 USD 103,114, 2021 USD 103,114) Includes travel of indigenous peoples representatives and other stakeholders to meetings under NYDF Multiplied by 92% to account for 8% GMS
31	As per proposal to donor, all costs as per EUR rates in proposal, applied rate UNORE of 1 Oct, Output 3 1 PR firm, 3 months/per year in 2018-21 @ USD 9,827 per month = 29,481 \$/EUR 25k, Output 3 1 Translation of materials (estimated 43,632 \$ per year/EUR 37k). Multiplied by 92% to account for 8% GMS
32	Output 3 1 Catering for events at international conferences, annual estimates (EUR 20k/USD 23585 per year, 2018-21) Multiplied by 92% to account for 8% GMS
33	Rent shared among three outputs - Cost calculation (P5 (298,188 \$ per year) * 0 12)) *33%, coming to USD 12,166 Multiplied by 92% to account for 8% GMS
34	Output 3 1 Printing of fliers, promotional materials, EUR 20K/USD 23585 per year 2018-2021, Rates as per EUR rates in proposal to donor @ UNORE of 1 Oct Multiplied by 92% to account for 8% GMS
35	External services for conference call line and supplies for meetings Multiplied by 92% to account for 8% GMS
36	Output 3 HACT assessment for responsible party (EUR 5,630), rates as per EUR rates in proposal to donor @ UNORE of 1 Oct, /Plus misc expenses, Foreign Exchange Currency Loss, project management cost Multiplied by 92% to account for 8% GMS
37	Output 3 1 Events and venue rental at international conferences, annual estimates (EUR 84,258/USD 99,360 per year 2018-21), all rates as per EUR rates in proposal to donor @ UNORE of 1 Oct and multiplied by 92% to account for 8% GMS
38	Germany BMU GMS fee of 8% of total award 8% of EUR 5,171,349 (equivalent to USD 6,098,288 - UNORE of 1 Oct was applied) = USD 487,863
39	UNOPS fee of 9% USD 6,098,288 (USD equivalent of EUR 5,171,349) - 487,863 (BMU GMS 8%)*0 09 = 336,636 (84,157 annually over 4 years)
40	Total amount as per proposal to donor EUR 4,135,570 / USD 4,876,851 with UNORE @ 1 Oct This does not include 9 25 admin expenses
41	Output 3 Meridian Institute will facilitate multi-stakeholder dialogue, consultation, mediation, events and provide strategic input to NYDF Meridian will also serve as administrative lead for sub-contractors multiplied by 92% to account for 8% GMS
42	Output 3 subcontractors will provide strategy and policy support to the Forest Platform, through consultation, analysis and advice as well as support research, and communication efforts multiplied by 92% to account for 8% GMS
43	Output 3 Meridian Institute will facilitate multi-stakeholder dialogue, consultation, mediation, events and provide strategic input to NYDF Meridian will also serve as administrative lead for sub-contractors multiplied by 92% to account for 8% GMS
44	Output 3 subcontractors will provide strategy and policy support to the Forest Platform, through consultation, analysis and advice as well as support research, and communication efforts multiplied by 92% to account for 8% GMS
45	Output 3 Meridian Institute will facilitate multi-stakeholder dialogue, consultation, mediation, events and provide strategic input to NYDF Meridian will also serve as administrative lead for sub-contractors multiplied by 92% to account for 8% GMS
46	Output 3 subcontractors will provide strategy and policy support to the Forest Platform, through consultation, analysis and advice as well as support research, and communication efforts multiplied by 92% to account for 8% GMS

47	Output 3 Meridian - External Services for conference call line and supplies for meetings multiplied by 92% to account for 8% GMS
48	Output 3 subcontractors will provide strategy and policy support to the Forest Platform, through consultation, analysis and advice as well as support research, and communication efforts multiplied by 92% to account for 8% GMS
49	Output 3 Meridian - External Services for conference call line and supplies for meetings multiplied by 92% to account for 8% GMS
50	Output 3 subcontractors will provide strategy and policy support to the Forest Platform, through consultation, analysis and advice as well as support research, and communication efforts multiplied by 92% to account for 8% GMS
51	Output 3. Meridian Institute will facilitate multi-stakeholder dialogue, consultation, mediation, events and provide strategic input to NYDF Meridian will also serve as administrative lead for sub-contractors. multiplied by 92% to account for 8% GMS
52	all calculated from euros to dollars using UN Operational Rate of Exchange Euro = (0 848 as of Oct 1)
53	P5 (298,188 \$) * 33% = 99,386 \$ (shared among 3 project components)
54	Output 3 4 Participation of IPLCs in forest related conventions 10 pax x 7 days x 300 \$ (DSA) + 1,500 \$ flights = 26k per conference, 1 each in 2019-22
55	Output 3 3 Company to develop knowledge portal (in 2019) 50k,
56	Office supplies (500 per year)
57	Output 3 5 Grants to NGOs/stakeholders to implement SDG actions at national level, 24k each, 1per year 2019-22
58	Rent shared among three outputs - Cost calculation (P5 (298,188 \$ per year) * 0 12) *33%, coming to USD 16,637, the additional amount budgeted here reflects the amount submitted to donor as per proposal (EUR 30,000 per year, with UNORE of 1 Oct)
59	P2 = 180,000 per year for Project Management Support Unit
60	CDMC Costs (UNOPS)
61	Equipment and Furniture (2,500 per year)
62	Office supplies (1000 per year)
63	Rent shared among three outputs - Cost calculation (P5 (298,188 \$ per year) * 0 12)) *66% - two thirds in PMSU, one third in Outcome 3 because part of IKI proposal
64	Norway (Norad) GMS fee of 10% of total award. 10% of USD 6,000,000 = USD 600,000)
65	UNOPS fee of 9%)

Budget for Current Funding

Atlas Activity	Responsible Party/[1] (Atlas Implementing Agent)	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD): 2018	Amount Year 2 (USD): 2019	Amount Year 3 (USD): 2020	Amount Year 4 (USD): 2021	Amount Year 5 (USD): 2022	TOTAL (USD)	See Budget Note :

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Output 1: Local-level solutions for sustainable biodiversity management generated, disseminated and adopted. Gender marker: 2	UNOPS	30000	Germany (BMZ)	61300	Salary & Post Adj Cst-IP Staff	51,598	99,386			150,984	1
		30000	Germany (BMZ)	71200	International Consultants	79,466	176,753			256,219	2
		30000	Germany (BMZ)	71600	Travel		73,979			73,979	3
		30000	Germany (BMZ)	72600	Grants		200,000			200,000	4
		30000	Germany (BMZ)	75105	Services to projects - (GMS Germany (BMZ) 8%)	11,429	47,970			59,399	5
		30000	Germany (BMZ)	75105	Services to projects (UNOPS LMDC – 3%)	3,932	16,504			20,435	
		30000	Germany (BMZ)	74559	Services to projects - (UNOPS fee 6%)	7,864	33,007			40,871	6
					sub-total Germany (BMZ)	154,289	647,598			801,887	7
				Total Outcome 1	154,289	647,598			801,887		
Output 2: National-level solutions for sustainable biodiversity management generated, disseminated and adopted	UNOPS				sub-total Norway						
					Total Outcome 2						
Output 3: Solutions for sustainable biodiversity management (including forests) generated, disseminated, advocated and adopted Gender marker:2	UNOPS	30000	Germany (BMU)	61300	Salary & Post Adj Cst-IP Staff	41,411	99,386	99,386	99,386	339,569	28
		30000	Germany (BMU)	71200	International Consultants	151,048	197,498	231,956	142,554	723,056	29
		30000	Germany (BMU)	71600	Travel	46,068	159,836	132,861	89,494	428,259	30
		30000	Germany (BMU)	72100	Contractual/Professional services	55,425	102,594	102,594	17,689	278,302	31
		30000	Germany (BMU)	73100	Rental & Maintenance-Premises	34,428	34,428	34,428	34,428	137,712	33
		30000	Germany (BMU)	74200	Audio Visual&Print Prod Costs	17,689	17,689	17,689	17,689	70,755	34
		30000	Germany (BMU)	75700	Training, workshop,	29,127	50,118	50,118	9,434	138,797	37
		30000	Germany (BMU)	75105	Services to projects - (GMS Germany (BMU) 8%)	32,717	57,687	58,340	35,811	184,554	38
		30000	Germany (BMZ)	75105	Services to projects (UNOPS LMDC – 3%)	11,256	19,846	20,071	12,320	63,494	

	30000	Germany (BMU)	74559	Services to projects - (UNOPS fee 6%)	22,512	39,693	40,142	24,640		126,987	39
				sub-total Germany (BMU)	441,680	778,776	787,584	483,445		2,491,485	40
Meridian Institute (Responsible Party)	30000	Germany (BMU)	61300	Personnel / Salary & Post Adj Cst-IP Staff	270,351	185,346				455,697	41
	30000	Germany (BMU)	71600	Travel	137,276					137,276	43
	30000	Germany (BMU)	72100	Contractual/Professional Services	1,146,524	856,879	316,956			2,320,358	44
	30000	Germany (BMU)	72500	Office Supplies	1,415					1,415	45
	30000	Germany (BMU)	74200	Audio Visual&Print Prod Costs	5,307	3,184				8,491	47
	30000	Germany (BMU)	74200	Audio Visual&Print Prod Costs	3,538					3,538	48
	30000	Germany (BMU)	75700	Training, workshop,	97,877					97,877	51
	30000	Germany (BMU)	75105	Services to projects - (GMS Germany (BMU) 8%)	144,952	91,160	27,639			263,750	
	30000	Germany (BMZ)	75105	Services to projects (UNOPS LMDC – 3%)	49,869	31,362	9,509			90,740	
	30000	Germany (BMU)	74559	Services to projects - (UNOPS fee 6%)	99,737	62,724	19,017			181,479	
				sub-total Germany (BMU) implemented by Meridian	1,956,845	1,230,654	373,121			3,560,620	52
UNOPS				sub-total Norway (Norad)							
				Total Outcome 3	2,398,526	2,009,430	1,160,705	483,445		6,052,105	
UNOPS				sub-total Norway (Norad)	-	-	-	-	-	-	
				Total Project Management	-	-	-	-	-	-	
				Total Amount to be Delivered by UNOPS (exclusive of UNDP GMS and UNOPS fees)	2,168,548	2,257,074	985,988	410,673		5,822,284	

			Total amount UNOPS LMDC (3%)	65,056	67,712	29,580	12,320	174,669
			Total amount UNOPS fee (6%)	130,113	135,424	59,159	24,640	349,337
			Total Amount to be Delivered by UNOPS (inclusive of UNOPS fees - exclusive of UNDP GMS)	2,363,717	2,460,211	1,074,727	447,634	6,346,289
			Total services to projects/UNDP GMS (10% Norad + 8% BMZ&BMU)	189,097	196,817	85,978	35,811	507,703
			Total Amount to be Delivered by UNOPS (inclusive of UNDP GMS and UNOPS fees)	2,552,815	2,657,028	1,160,705	483,445	6,853,992
			Total Amount to be Delivered by Meridian (inclusive of UNDP GMS and UNOPS fee)	1,956,845	1,230,654	373,121		3,560,620
			Total Amount to be delivered by Meridian, exclusive of UNDP GMS and UNOPS fee	1,662,288	1,045,408	316,956		3,024,652
			TOTAL Germany (BMZ)	154,289	647,598			801,887
			TOTAL Norway (Norad)					
			TOTAL Germany (BMU)	2,398,526	2,009,430	1,160,705	483,445	6,052,105
			PROJECT TOTAL	2,552,815	2,657,028	1,160,705	483,445	6,853,992

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VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The management arrangements for implementing the project will comprise of the following.

1. Project Board

The Project Board provides overall policy and strategic guidance to facilitate the effective and efficient implementation of the project. The Project Board is responsible for making, by consensus, management decisions when guidance is required by the Programme Manager, including recommendations for approval of project plans and revisions, and addressing any project level grievances. Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. The Project Board will meet at least annually.

Specific responsibilities of the Project Board include:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Programme Manager,
- Provide guidance on new project risks, and agree on possible countermeasures and management actions to address specific risks;
- Agree on programme manager's tolerances as required,
- Review the project progress, and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Appraise the annual project implementation report, including the quality assessment rating report; make recommendations for the workplan;
- Provide ad hoc direction and advice for exceptional situations when the Programme Manager's tolerances are exceeded, and
- Assess and decide to proceed on project changes through appropriate revisions.

The composition of the Project Board must include the following roles: Senior Beneficiary, Executive, Senior Supplier.

1.1 Executive

The Executive (also called Project Director) is an individual who represents ownership of the project and chairs the Project Board. The Executive is ultimately accountable for the results of the project. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific Responsibilities (as part of the above responsibilities for the Project Board).

- Ensure that there is a coherent project organization structure and logical set of plans,
- Set tolerances in the AWP and other plans as required for the Programme Manager;
- Monitor and control the progress of the project at a strategic level;
- Ensure that risks are being tracked and mitigated as effectively as possible;
- Brief relevant stakeholders about project progress,
- Organise and chair Project Board meetings.

The Executive is the Executive Coordinator, UNDP-GEF unit, Bureau for Policy and Programme Support (BPPS).

1.2 Senior Supplier

The Senior Supplier (also called Development Partners) is an individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Project Board is to provide guidance regarding the technical feasibility of the project.

Specific Responsibilities (as part of the above responsibilities for the Project Board):

- Make sure that progress towards the outputs remains consistent from the supplier perspective;

- Promote and maintain focus on the expected project output(s) from the point of view of supplier management;
- Ensure that the supplier resources required for the project are made available;
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes;
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts.

The Senior Supplier is a representative or representatives from the Government of Norway and the Government of Germany as donor governments; a representative of UNOPS as Implementing Partner; a representative of the Secretariat of the Convention on Biological Diversity; other collaborating entities such as The Nature Conservancy may be represented, as identified by the Executive.

1.3 Senior Beneficiary

The Senior Beneficiary is an individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Project Board is to ensure the realization of project results from the perspective of project beneficiaries. The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The Senior Beneficiary role monitors progress against targets and quality criteria.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Prioritize and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes;
- Ensure that the specification of the Beneficiary's needs is accurate, complete and unambiguous;
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target;
- Impact of potential changes is evaluated from the beneficiary point of view;
- Risks to the beneficiaries are frequently monitored.

The Senior Beneficiaries are representative(s) of a UNDP Regional Technical Advisor, as well as a representative of a UNDP Country Office, to ensure that services are relevant to national needs.

1.4 Project Quality Assurance

UNDP/Bureau for Policy and Programme Support will provide oversight and project quality assurance services.

In addition, Project Assurance is the responsibility of each Project Board member; however, the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

2. Technical Advisory Group (TAG)

The Technical Advisory Group (TAG) will advise on the project. The TAG will act as a coordinating committee to discuss and monitor the progress of the global programme, identify opportunities for synergistic use of resources through joint events and initiatives, and increase outreach functions of the project through the convening capacities of the entities represented in the TAG. All TAG members will attend the sessions at their own cost. The committee will meet virtually or face-to-face, whenever possible during international events. This operational modality was adopted in past umbrella enabling activities and was found to be successful.

The TAG will be composed of representatives from UNDP, UNOPS, the Secretariat of the Convention on Biological Diversity (CBD), and collaborating entities such as The Nature Conservancy and Conservation International. The Project Board will determine further members of the TAG as necessary and appropriate.

Additional governance arrangements for advisory functions are envisaged for each of the three main initiatives within the Global NFD Project as follows (not represented in organizational chart below).

- **Equator Initiative:** The Equator Initiative is a partnership that includes the following organizations: Conservation International, Ecoagriculture Partners, International Union for the Conservation of Nature (IUCN),

Fordham University, German Federal Ministry for Economic Cooperation and Development (BMZ), The Nature Conservancy, Royal Norwegian Ministry of Foreign Affairs, Swedish International Development Cooperation Agency (SIDA), PCI Media Impact, Wildlife Conservation Society, Rare, USAID, United Nations Foundation, UN Environment. This partnership has regular meetings (at least once annually), either in person or virtually, and minutes are kept of major decisions. The chair of this partnership is UNDP. Membership of this advisory body will be determined by UNDP as appropriate.

- **National Biodiversity Initiative** The National Biodiversity Initiative is a partnership that includes the following organizations. UN Environment, United Nations Environment-WCMC, and the Secretariat of the Convention on Biological Diversity. This partnership has regular meetings (at least once annually), either in person or virtually, and minutes are kept of major decisions. The chair of this partnership is UNDP. Membership of this advisory body will be determined by UNDP as appropriate.
- **Global Biodiversity Initiative.** The component of the Global Biodiversity Initiative that includes the New York Declaration on Forests is a partnership that includes the following organizations. Climate Advisers, Climate Focus and Meridian Institute. This partnership has regular meetings (at least quarterly), either in person or virtually, and minutes are kept of major decisions. The chair of this partnership is UNDP. Membership of this advisory body will be determined by UNDP as appropriate.

3. Implementing Partner

The Global NFD project will be implemented by UNOPS. UNOPS has been assessed against applicable selection criteria and is found to be a suitable implementing Partner. UNOPS's technical expertise is critical to the project's success and provides good value for money. The following factors were considered for the selection the Implementing Partner.

- UNOPS has the proven ability to carry out the key technical, financial and administrative functions required for the project and has a track record in this regard through past UNDP engagement with UNOPS such as through the Biodiversity Global Programme (commonly referred to as 'Equator Initiative') and the GEF Small Grants Programme,
- UNOPS is able to and has a track record in delivering on the expected outputs in the time required, in managing risks and sustaining results after the project ends,
- UNOPS delivers good value for money and accountability for resources,
- UNOPS has a track record of sensitivity and neutrality in project implementation as required, and, as a UN agency, is able to effectively use diplomatic privileges and immunities to the project's benefit; track record is based on past engagement,
- UNOPS has the proven ability to engage with a wide variety of stakeholders;
- UNOPS can ensure the continuity of project results as the Equator Initiative – one component of the Global NFD project – has historically been implemented by UNOPS as 'Biodiversity Global Programme'

The accountability of UNOPS as Implementing Partner of the Global NFD Project is to:

- Manage the project to deliver the planned outputs and manage risk in accordance with the agreed project document;
- Report fairly and accurately on project progress and risk against agreed workplans and results frameworks, in accordance with the reporting schedule and formats included in the project agreement; and
- Maintain documentation and evidence that describes the proper and prudent use of project resources in conformity with the project agreement, and UNOPS regulations and procedures. This documentation will be available on request to project quality assurers and designated auditors.

UNOPS will provide UNDP with reports on the progress of the Activities on a regular basis, as set out below

Date	Type	Details
1 July 2019 (for 2018)	Narrative Report	Against Results Framework (Annex 1)
1 July 2020 (for 2019)		
1 July 2021 (for 2020)		
1 July 2022 (for 2021)		
1 July 2023 (for 2022)		
1 July 2024 (for 2023)		

Quarterly by the 15 th of the month following the Quarter.	Financial report: Quarterly Project Delivery Reports (PDR) for each period	Against Budget (Annex 2)
31 July 2024	Final certified final budget revision report	Final cumulative report for duration of Project

This Project Document will terminate upon satisfaction of all commitments and liabilities incurred in carrying out the activities and the orderly conclusion of all arrangements associated with the activities. This Project Document may be terminated by either UNDP or UNOPS at any time by written notice to the other. Termination will be effective thirty (30) days after receipt of the notice. In the event of termination under this paragraph, UNDP and UNOPS will cooperate to ensure completion of the activities, satisfaction of all commitments and liabilities, and the orderly conclusion of all arrangements associated with the activities.

UNDP and UNOPS will use their best efforts to promptly settle through direct negotiations any dispute, controversy or claim arising out of or in connection with this Project Document or any breach thereof. Any such dispute, controversy or claim which is not settled within sixty (60) days from the date either party has notified the other party of the nature of the dispute, controversy or claim and of the measures which should be taken to rectify it, will be resolved through consultation between the Executive Heads of each of UNDP and UNOPS.

Any changes to the Project Document that would affect the work being performed by UNOPS shall be recommended only after consultation between the parties. Any amendment to this Project Document shall be effected by mutual agreement, in writing.

UNDP and UNOPS agree to incorporate grant support as a funding modality, in the context of the Parties' collaboration in the implementation of the project and in accordance with the relevant UNOPS Financial Rules and Regulations, policies and procedures. Grant related activities shall be carried out under specific grant support agreements concluded between UNOPS and the beneficiaries/implementing partners and in accordance with the applicable UNOPS regulations, rules and procedures.

Based on successful fruitful previous collaboration, UNDP confirms that Meridian Institute is an integral part of a UNDP-led consortium of entities that has submitted a proposal to the Government of Germany/Federal Ministry of the Environment, Nature Conservation and Nuclear Safety (BMU)/International Climate Initiative (IKI) to carry out collaborative work on the New York Declaration on Forests Global Platform, with UNDP as a "Lead Partner" in IKI terminology, and Meridian Institute as additional partner for implementation with a budget of up to USD 3,024,652, depending on exchange rates³³. Meridian Institute has been critical to successful resource mobilization efforts, and has substantively contributed to the development of the proposal. Previous UNDP work with Meridian Institute has demonstrated the programmatic and operational capacity to deliver high-quality and timely results in this area of work. The activities to be performed by Meridian are described in Annex VII. UNDP has conducted a comparative advantage analysis based on the Terms of Reference (see Annex VIII). UNDP has performed a capacity assessment for Meridian Institute, following a HACT micro-assessment methodology, which has yielded a low risk in the utilization of project resources by Meridian Institute (Annex IX).

4. Programme Manager and Programme and Project Management and Implementation Unit (PMIU)

4.1 Programme Manager

The Programme Manager has the authority to run the project on a day-to-day basis on behalf of and under the overall oversight of the Project Board. The Programme Manager is responsible for providing technical guidance and team management; developing and advocating for innovative policy mechanisms and approaches; identifying and developing cutting edge strategic programmes, projects and activities; producing development impacts and results for key partners; and ensuring learning, knowledge management and self-development. The Programme Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Programme Manager will also be responsible for liaising with other

³³ Exact total amount is dependent on exchange rates at the time of disbursement of several tranches by the Government of Germany. The baseline EUR amount is EUR 2,564,905.

relevant projects and initiatives both internally and externally to UNDP and UNOPS. The Programme Manager will ensure diligent preparation and coordination of the Project Board and will hold regular technical team meetings. The Programme Manager will be responsible for drafting the workplans, budgets and reports related to the project. The Programme Manager will coordinate, manage and monitor all activities. He/she will manage project resources as per UNOPS rules and regulations and be responsible for mobilizing additional resources to the project.

TOR for the Programme Manager are available in Annex V.

4.2 Project Management and Implementation Unit (PMIU): Nature for Development Project Support

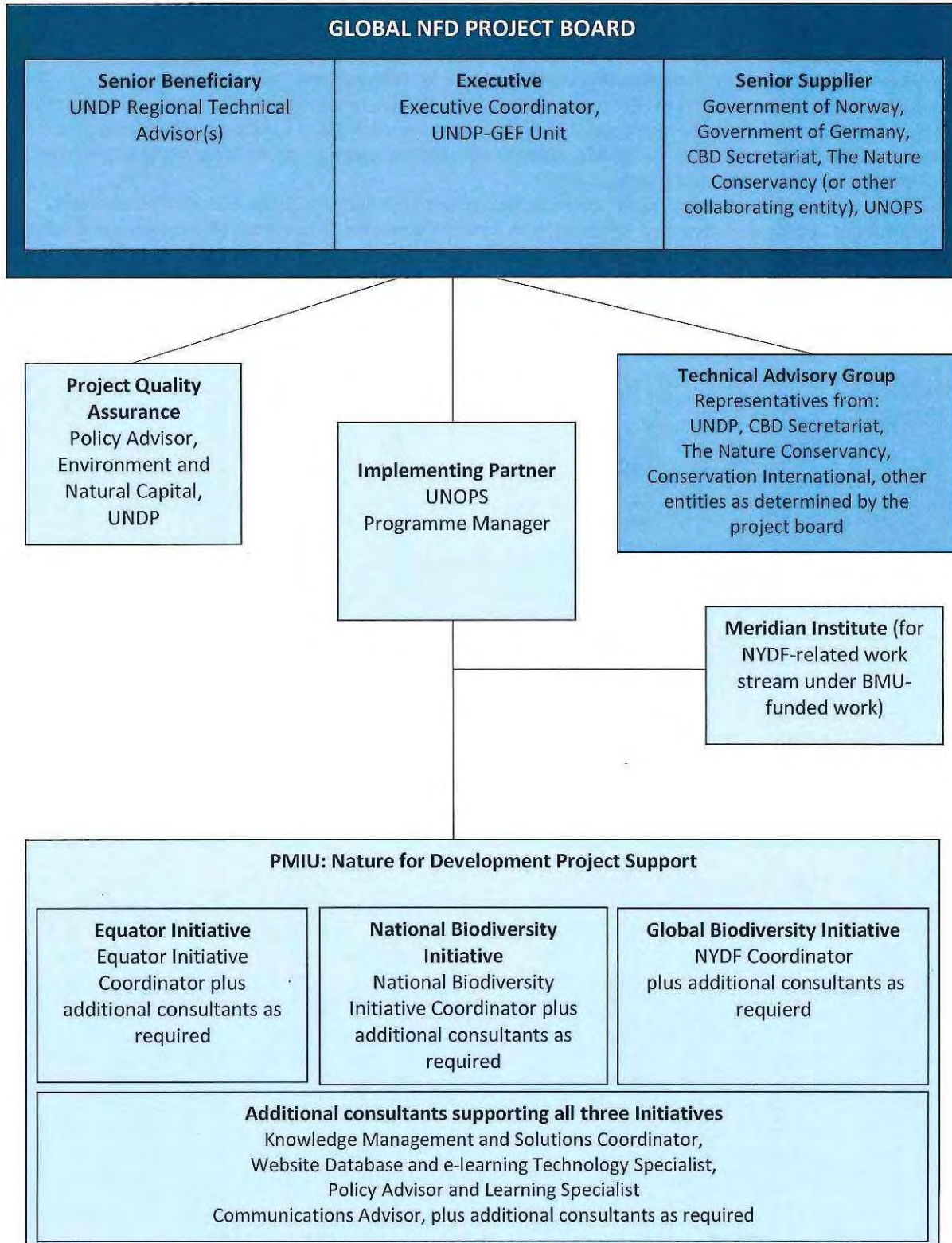
The PMIU will be responsible to support the Programme Manager in the day-to-day coordination and implementation of the *Global Programme on Nature for Development*. The PMIU, under the oversight of the Programme Manager, will further be responsible for the project's financial and administrative management, for periodic reporting to the Project Board, and for the execution of selected project activities.

It is anticipated that the PMIU will be staffed with the following positions: Equator Initiative Coordinator, National Biodiversity Initiative Coordinator, New York Declaration on Forests Coordinator, Knowledge Management and Solutions Coordinator, Website Database and e-learning Technology Specialist, Policy Advisor and Learning Specialist, and Communications Advisor. Additional short-term consultants may be required to provide short-term services. Pending availability of funds, the following positions are also envisaged: P-2 Project Support Analyst, P-2 Programme Specialist (60%)³⁴.

Draft ToRs for the key positions at the PMIU are included in Annex V.

³⁴ The P-2 Programme Specialist (60%) will be funded in-kind by a different project and has therefore no budget associated with it.

GLOBAL NFD PROJECT ORGANISATION STRUCTURE



IX. LEGAL CONTEXT

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 for the specific countries; or (ii) in the [Supplemental Provisions to the Project Document](#) attached to the Project Document in cases where the recipient country has not signed an SBAA with UNOPS, 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 UNOPS in accordance with its financial regulations, rules, practices and procedures, including but not limited to the Financial Regulations and Rules of UNOPS.

The project is implemented within the legal framework provided by the Memorandum of Understanding for a Strategic Partnership between the United Nations Development Programme (UNDP) and the United Nations Office for Project Services (UNOPS), signed on 5 June 2009.

X. FEASIBILITY AND RISK MANAGEMENT

1. UNOPS as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. As per standard UNOPS requirements, these risks will be monitored quarterly by the Programme Manager. The Programme Manager will report on the status of the risks to UNDP, who will record progress in the UNDP ATLAS risk log. Risks will be reported as critical when the impact and probability are high (i.e. when impact is rated as 5, and when impact is rated as 4 and probability is rated at 3 or higher).
3. UNOPS as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNOPS 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/ag_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
4. 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.

XI. ANNEXES

Annex I Social and Environmental Screening

Annex II. Global NFD Project Risk Analysis

Annex III. Multi Year Work Plan

Annex IV. Contribution of Nature-Based Actions to the Sustainable Development Goals and Targets

Annex V. Summary of ToRs for Project Staff and Technical Consultants Financed by the Project

Annex VI. Relationships to other UNDP Projects, Programmes and Policy Centres

Annex VII. Terms of Reference, NYDF Implementing Partner

Annex VIII. CSO/NGO Selection – Comparative Advantage Analysis Conducted based on Terms of Reference for the Engagement

Annex IX: HACT with Meridian Institute

Annex I. Social and Environmental Screening

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the [Social and Environmental Screening Procedure](#) and [Toolkit](#) for guidance on how to answer the 6 questions.

Project Information

Project Information	
1. Project Title	GLOBAL PROGRAMME NATURE FOR DEVELOPMENT (also referred to as the "Global NFD Project")
2. Project Number	6391 (UNDP-GEF PIMS ID Number)
3. Location (Global/Region/Country)	Global

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
<i>Briefly describe in the space below how the Project mainstreams the human-rights based approach</i>
The Global NFD Project is based on a human rights-based approach to natural resources management, with a fundamental respect for basic principles of rule of law that promote equality and inclusion. The Global NFD Project is based on a strong understanding that tenure and rights to land and water are a basic goal, embodied in SDG 1.4. People, in particular those suffering from declining biodiversity and ecosystems, require sustainable management frameworks in place to sustain livelihoods and provide basic ecosystem services.
<i>Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment</i>
The Global NFD Project will ensure that gender and women's empowerment is mainstreamed and strengthened by: a) including gender mainstreaming as specific thematic areas; b) promoting an equal gender balance at events; c) ensuring women are fully engaged as participants; and d) showcasing best practices and solutions that feature women.
<i>Briefly describe in the space below how the Project mainstreams environmental sustainability</i>
The Global NFD Project will strive to reduce carbon-based travel wherever possible, through virtual, online means, including webinars, online courses and e-learning, digital solutions that are shared virtually instead of printed; and virtual South-South exchanges.

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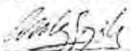
Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>			<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>
<p>Risk Description</p>	<p>Impact and Probability (1-5)</p>	<p>Significance (Low, Moderate, High)</p>	<p>Comments</p>	<p><i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</i></p>
<p>NO RISKS IDENTIFIED</p>				
<p>[add additional rows as needed]</p>				
<p>QUESTION 4: What is the overall Project risk categorization?</p>				
<p style="text-align: center;">Select one (see SESP for guidance)</p>				
<p style="text-align: right;"><i>Low Risk</i></p>			<p>X</p>	<p>The project does not present any social or environmental risks.</p>
<p style="text-align: right;"><i>Moderate Risk</i></p>			<p><input type="checkbox"/></p>	
<p style="text-align: right;"><i>High Risk</i></p>			<p><input type="checkbox"/></p>	
<p>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</p>				
<p style="text-align: center;">Check all that apply</p>				<p style="text-align: center;">Comments</p>
<p><i>Principle 1: Human Rights</i></p>			<p><input type="checkbox"/></p>	
<p><i>Principle 2: Gender Equality and Women’s Empowerment</i></p>			<p><input type="checkbox"/></p>	
<p>1. Biodiversity Conservation and Natural Resource Management</p>			<p><input type="checkbox"/></p>	
<p>2. Climate Change Mitigation and Adaptation</p>			<p><input type="checkbox"/></p>	

AD 5

	3. <i>Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>	
	4. <i>Cultural Heritage</i>	<input type="checkbox"/>	
	5. <i>Displacement and Resettlement</i>	<input type="checkbox"/>	
	6. <i>Indigenous Peoples</i>	<input type="checkbox"/>	
	7. <i>Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>	

Final Sign Off

Signature	Date	Description
QA Assessor  Maria Cruz Gonzalez Policy Specialist, BPPS, Sustainable Development Cluster	9 May 2018	UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the UNDP PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

VS DC

SESP Attachment 1: Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		Answer (Yes/No)
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ³⁵	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	Not Applicable
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water?	No

³⁵ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

	<i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ³⁶ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No

³⁶ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ³⁷	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	N/A
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

³⁷ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

Annex II: Global NFD Programme Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update
1	Coordination and prioritization with partners	Formulation stage	Organizational	Internal leadership / operational disputes that delay implementation P = 2 I = 3	A coordination mechanism will be monitored for each of the 3 partnerships. Flexibility in deployment and selection of functions to support will be promoted	Programme manager	Programme manager	Start of project
2	Lack of funds allocated for activities implementation	Formulation stage	Operational and Financial	Limited funds may limit scope of activities P = 4 I = 4	Activities to be prioritized and adjusted according to funding allocations. Active fund raising with key partners.	Programme manager and UNDP leadership	Programme manager	Start of project

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Annex III: Annual Work Plan:

		Months																							
		Phase I												Phase II											
Activity		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Output 1: Local-level solutions for sustainable biodiversity management generated, disseminated and adopted	1.1a In collaboration with Equator Initiative partners, hold national Equator Prize ceremonies to recognize and celebrate models and solutions of sustainable development by local communities and indigenous peoples																								
	1.1b In collaboration with Equator Initiative partners, hold global Equator Prize ceremony to recognize and celebrate models and solutions of sustainable development by local communities and indigenous peoples																								
	1.2a Conduct Equator Dialogues at local levels, to engage the broader Equator community with local, national and global policy makers,																								
	1.2b Conduct Equator Dialogues at national levels, to engage the broader Equator community with local, national and global policy makers.																								
	1.2c Conduct Equator Dialogues at global levels, to engage the broader Equator community with local, national and global policy makers, including at global policy forums,																								

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		Months																							
		Phase I												Phase II											
Activity		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
	such as the Convention on Biological Diversity																								
	1.3 Develop materials that accelerate learning and sharing on models and solutions, including best practices, videos and story boards																								
	1.4: Facilitate knowledge exchange around key thematic issues																								
	1.5 Catalyze learning through e-learning, webinars and massive open online courses for local communities and indigenous peoples, focusing on issues related to local land and water rights, and engagement in inter-governmental processes																								
Output 2: National-level solutions for sustainable biodiversity management generated, disseminated and adopted	2.1a Assess and monitor progress on National Biodiversity Strategies and Action Plans,																								
	2.1b Advocate for accelerated progress through presence at local, national and global events and forums, including support to the NBSAP Forum																								
	2.2 Develop best practices on solutions, videos, guidance, tools and other materials to enhance knowledge exchange, promote knowledge exchange																								

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		Months																							
		Phase I												Phase II											
Activity		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Output 3: Solutions for sustainable biodiversity management (including forests) generated, disseminated, advocated and adopted	2.3 Foster learning and innovation through online e-learning, webinars, Massive Open Online Courses, and strengthen capacity through targeted trainings																								
	2.4 Support spatial data literacy by maintaining an online portal of spatial data, in partnership with WCMC, UN Pulse Lab, NASA and National Geographic																								
	2.5 Implement catalytic grant fund to accelerate actions on nature-based SDGs at national scale																								
	3.1 Conduct advocacy through events related to the New York Declaration on Forests and at meetings of the Conference of Parties of various Conventions (including UNFCCC, CBD, UNCCD), through monitoring progress in adhering to commitments (in partnership with Meridian Institute) and through hosting the New York Declaration on Forests																								
	3.2a Engage with civil society and religious leaders to advocate the importance of protecting forests and indigenous rights to achieve Goals 1, 7, 13 and 15,																								

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15

		Months																							
		Phase I												Phase II											
Activity		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
	3.2b Engage with Indigenous Peoples and local communities to advocate the importance of protecting ecosystems, including but not limited to marine and coastal ecosystems and indigenous rights to achieve Goals 1, 2, 13, 14 and 15;																								
	3.3 Foster learning on sustainable forestry, deforestation-free commodities and reforestation through the development of a knowledge portal, and in partnership with the UNDP Global Green Commodities Program;																								
	3.3b Foster learning on ecosystem policy, governance, market, and capacity models, including but not limited to Marine Protected Areas (MPAs), blue carbon and ecosystem payments, and sustainable fisheries for local livelihoods through the development of a knowledge products, learning and training activities;																								
	3.4 Facilitate participation of IPLC at forest-related conventions,																								
	3.5 Support the SCBD, the UNCCD, and the UNFCCC, to identify and execute actions																								

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Annex IV: Contribution of Nature-Based Actions to the Sustainable Development Goals and Targets

The list below illustrates the contribution of nature-based actions (such as protecting, restoring, sustainably using, equitably sharing the benefits of biodiversity and ecosystems) to the Sustainable Development Goals and their targets. The text highlighted in bold shows the primary target, the text in parentheses describes how nature-based actions can help achieve the target.

GOAL 1: End poverty in all its forms everywhere

- 1.1 and 1.2 **Income generation** (through biodiversity-related income – tourism, fisheries, forestry, agriculture, pasture management)
- 1.3 Ensure **social safety net** (nature-based safety nets)
- 1.4 Equal **rights to land ownership** (land tenure, rights)
- 1.4 Equal **rights to natural resources** (access, rights)
- 1.4 Equal **access to microfinance** (credit, microfinance)
- 1.5 Reduce **climate-related vulnerability** to climate-related extreme events and natural disasters

GOAL 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

- 2.1 Improve **access to food** (agriculture, agrobiodiversity, agroforestry, non-timber forest products, aquaculture, fisheries, range management bushmeat)
- 2.2 End **malnutrition** (increase diversity of food, native species and varieties)
- 2.3 Improve **agricultural productivity** (diversification of crops, improved varieties)
- 2.3 Improve **incomes of small-scale food producers** (value added, diversification, access to markets)
- 2.3 Ensure **secure and equal access to land** (land tenure, rights)
- 2.3 Promote **value-added processes** (value-added markets, processing)
- 2.3 Ensure **access to financial services** (micro-finance, credit)
- 2.4 Ensure **resilient agricultural practices** (drought-resistant food varieties, flood-resistant food varieties, genetic diversification)
- 2.4 Improve **land and soil quality** (low-tillage/no-tillage, increased nitrogen fixing plants, reducing chemical fertilizers/pesticides, crop rotation)
- 2.5 Maintain the **genetic diversity** (seeds, cultivated plants and farmed and domesticated animals)
- 2.5 Protect and maintain **related wild species** (crop wild relatives)
- 2.5 Establish **seed and plant banks** (seed banks, plant banks, nurseries)
- 2.5 Equitable **sharing of benefits** arising from the utilization of genetic resources (access and benefits sharing)
- 2.5 Equitable **use of traditional knowledge** (related to genetic resources/uses)

GOAL 3: Ensure healthy lives and promote well-being for all at all ages

- 3.3 Combat communicable **zoonosis diseases** (forest protection)
- 3.4 Promote **mental health and well-being** (nature-based wellbeing/nature for all)
- 3.8 Ensure access to **essential medicines** (medicinal plants)
- 3.9 Reduce deaths and illnesses from **pollution** and contamination (remediation, containment, pollution avoidance)

GOAL 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

- 4.3 Access to affordable and **quality education** (biodiversity conservation education)
- 4.4 Improve skills for **employment, decent jobs** and entrepreneurship (tourism, nature-based jobs)
- 4.7 **Knowledge and skills for sustainable development**, (nature-based education)

GOAL 5: Achieve gender equality and empower all women and girls

- 5.1 End gender discrimination (inclusive biodiversity conservation practices, land rights reforms)
- 5.5 Ensure **women's participation** for leadership (in biodiversity conservation projects)

GOAL 6: Ensure availability and sustainable management of water and sanitation for all

- 6.1 Access to **safe drinking water** for all (nature-based water solutions)
- 6.3 **Reduce water pollution**
- 6.4 Increase **water-use efficiency**/sustainable withdrawals
- 6.5 Implement **integrated water resources management** (integrated water management plan, transboundary cooperation, protection, land use planning)
- 6.6 **Protect and restore water-related ecosystems** (e.g., mountains, forests, wetlands, rivers, aquifers and lakes)

GOAL 7: Ensure access to affordable, reliable, sustainable and modern energy for all

- 7.1 Ensure universal **access to energy** (through nature-based renewables)
- 7.2 Increase **renewable energy** (biofuels, hydro, wood, charcoal)

GOAL 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

- 8.1 Sustain **per capita economic growth** in least developed countries (through tourism, fisheries, agriculture)
- 8.2 Improve **economic productivity** through diversification, high-value added and labour-intensive sectors
- 8.3 Promote **job creation**
- 8.3 Encourage **growth of micro-, small- and medium-sized enterprises**,
- 8.3 Promote **access to financial services**
- 8.4 Improve **resource efficiency in consumption and production**
- 8.5 Full **employment** for all (tourism, nature-related jobs)
- 8.9 Promote **sustainable tourism**

GOAL 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

- 9.1 Develop **sustainable and resilient infrastructure** (nature-based infrastructure)
- 9.3 Increase access to financial services, including **affordable credit**, and their **integration into value chains and markets**

GOAL 10: Reduce inequality within and among countries

- 10.1 Sustain **income growth of the bottom 40 per cent** (by focusing on the ecosystem services that sustain the bottom 40 percent)
- 10.2 Promote the social, economic and political **inclusion** of all (by strengthening participatory processes, and ensuring sustainable nature-based livelihoods)

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GOAL 11 Make cities and human settlements inclusive, safe, resilient and sustainable

11 3 **Sustainable urbanization** (protected areas, whether urban, peri-urban, suburban, exurban or rural, provide green space for urban residents, a key element of mental health)

11 4 Protect the world's **cultural and natural heritage**

11 5 Reduce deaths and people affected from **disasters** (nature-based flooding protection, drought protection, landslides, storm surges, sea-level rise)

11 6 Reduce **environmental impact of cities** (e.g., waste management)

11 7 Provide access to **green spaces** (urban parks, green belts)

GOAL 12 Ensure sustainable consumption and production patterns

12 1 Implement the 10-year framework of programmes on **sustainable consumption and production**

12 2 Achieve the sustainable management and efficient use of **natural resources** (sustainable forestry, sustainable agriculture, fisheries, rangeland, water)

12 3 **Halve food waste**

12 4 Environmentally **sound management of chemicals** and all wastes

12 5 **Reduce waste generation** through prevention, reduction, recycling and reuse

12 6 Encourage **companies to adopt sustainable practices**

12.6 Encourage companies to **integrate sustainability information** into their reporting cycle

12.8 Ensure that **people have information and awareness** for sustainable development

GOAL 13 Take urgent action to combat climate change and its impacts*

13 1 **Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters**

13 2 Integrate **climate change measures into national policies**, strategies and planning

13 3 Improve **capacity on climate change mitigation, adaptation, impact reduction and early warning**

GOAL 14 Conserve and sustainably use the oceans, seas and marine resources for sustainable development

14 1 Prevent and significantly reduce marine pollution (e.g. marine debris and nutrient pollution)

14 2 Sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including

14 2 **Strengthen marine resilience** (protecting important areas – seagrass beds, coral reefs, dunes, reef-to-ridge)

14.2 **Restore coastal and marine ecosystems**

14 3 Minimize and address the **impacts of ocean acidification**,

14 4 **Regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices**

14 5 **Conserve at least 10 per cent of coastal and marine areas**

14 6 **Address fisheries subsidies**

14 7 **Increase the economic benefits to SIDS and LDCs from the sustainable use of marine resources**, including through sustainable management of fisheries, aquaculture and tourism

GOAL 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

15.1 Ensure the **conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services**, in particular forests, wetlands, mountains and drylands

15.2 **Sustainably manage all types of forests**

15.2 **Halt deforestation**

15.2 **Restore degraded forests**

15.3 **Combat desertification**

15.3 **Restore degraded land and soil**

15.4 **Conserve mountain ecosystems**

15.5 **Reduce the degradation of natural habitats**

15.5 **Halt the loss of biodiversity**

15.5 **Prevent the extinction of threatened species**

15.6 **Promote fair and equitable sharing** of the benefits arising from the utilization of genetic resources

15.7 **End poaching**

15.7 **End illegal trafficking of protected species** of flora and fauna

15.7 **Address both demand and supply of illegal wildlife products**

15.8 **Prevent the introduction of invasive alien species**

15.8 **Reduce the impact of invasive alien species** on land and water ecosystems

15.8 **Control or eradicate priority invasive alien species**

15.9 **Integrate ecosystem and biodiversity values into national and local planning**, development processes, poverty reduction strategies and accounts

GOAL 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

16.3 **Promote the rule of law** at the national and international levels

16.3 **Ensure equal access to justice for all** (land and water rights)

16.4 **Combat organized crime** (illegal wildlife trade)

16.6 **Develop effective, accountable and transparent institutions** at all levels

16.7 **Ensure responsive, inclusive, participatory and representative decision-making** at all levels

GOAL 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development

Finance

17.1 **Strengthen domestic resource mobilization**

17.3 **Mobilize additional financial resources** for developing countries from multiple sources

Annex V: Summary of ToRs for Project Staff and Technical Consultants Financed by the Project

Project personnel necessary for the implementation of activities.

Type of Position	Position / Titles	Terms of Reference: Responsibilities, Deliverables and Qualifications
P-5 FTA New York Phase I	Programme Manager	<p>Functional responsibilities:</p> <ul style="list-style-type: none"> • Provide technical guidance and team management (30%) • Develop and advocate innovative policy mechanisms and approaches (20%) • Identify and develop cutting-edge strategic programmes, projects and activities; (20%) • Produce development impacts and results for key partners; (20%) • Ensure learning, knowledge management and self-development. (10%) <p>Key Deliverables:</p> <ul style="list-style-type: none"> • Position Equator Initiative as leading advocate within the UN system for local nature-based solutions for sustainable development • Ensure successful Equator Prize ceremonies in 2019 and 2021 as well as related national events and dialogues • NBSAP work positions UNDP as lead organization implementing the biodiversity agenda • Grow the NYDF endorsement, develop NYDF platform, and position NYDF Secretariat as a leading advocate on deforestation • Strengthen capacity and grow e-learning, webinars and MOOCs both in content and registered users • Strategic design of spatial data platform for national biodiversity reporting and decision-making and development of key partnerships • Strategic design and growth of communities of practice including NBSAP Forum, NYDF platform and Equator Initiative Nature-based Solutions Database • Strategic positioning of UNDP in global biodiversity-related fora • Annual work plans and budgets • Staff performance reviews • Annual narrative and financial reports <p>Expertise & Qualifications:</p> <ul style="list-style-type: none"> • 10 years or more of progressively responsible relevant leadership and management experience in the field of ecosystems, biodiversity, capacity-building, and sustainable development, with an emphasis on both technical and policy issues; • Experience with project development, implementation and management (direct project management experience is preferable); • Extensive experience working with national and local stakeholders in multiple regions of the world • Demonstrated experience working with community, local government, and with civil society in developing countries. • Demonstrated experience with program design, resource mobilization/fundraising and partnership development. • Working experience in an international organization is an advantage;
International Consultant New York Phase I	Equator Initiative Coordinator	<p>Tasks:</p> <ul style="list-style-type: none"> • Support proposal and report writing for various donors • Provide conceptual and logistical support to conferences and workshops held by Equator Initiative • Support development of knowledge and communications materials and research as needed • Preparing and implementing a detailed outreach strategy for the Equator Initiative (Direct outreach, Email outreach, Social media

Type of Position	Position / Titles	Terms of Reference: Responsibilities, Deliverables and Qualifications
		<p>outreach, Desktop research on additional contacts, previous winner involvement, etc.);</p> <ul style="list-style-type: none"> • Handling of case studies for the Equator Prize 2018 (Digitalization of written applications, management of translations and inquiries, etc.); • Ongoing maintenance and enhancement of the website and Facebook page (Updates during prize cycle, Community management, etc.); • Provide preparation for the Technical Advisory Committee (TAC) for the Equator Prize 2016 (Selection of TAC members, ensuring that all nominations are correctly evaluated, planning and organizing of the TAC meetings); • Support travel of Equator Prize winners to conferences or meetings; • Support writing of case studies on new Equator Prize winners to complement the Equator Initiative Case Study Database; • Support meetings of the Equator Initiative board, the Equator Initiative Technical Advisory Committee, Brown Bag Lunches in the headquarters and during Equator Initiative Community Dialogues; • Coordinate global Equator Prize ceremonies • Oversee Equator Prize selection process • Coordinate national award ceremonies • Maintain partnerships with relevant organizations and collaborators (25%) • Oversee communications efforts <p>Key Deliverables:</p> <ul style="list-style-type: none"> • Global Equator Prize ceremonies • National award ceremonies held • National dialogues and events • Local community and indigenous peoples' contributions to the achievement of the SDGs is highlighted and advocacy carried out <p>Expertise & Qualifications:</p> <ul style="list-style-type: none"> • Master's degree in natural resources, social sciences or relevant field highly desired • Experience with designing and executing award ceremonies • Experience with designing national events and dialogues • At least 5 years of experience with community-based conservation • Experience supporting management of UNDP project highly desired • Knowledge of second UN language required. These include Spanish, French and Portuguese. Additional languages desirable.
International Consultant New York Phase I	National Biodiversity Coordinator	<p>Tasks:</p> <ul style="list-style-type: none"> • Monitor implementation of NBSAP actions globally • Identify capacity gaps at national level • Support capacity-building efforts and delivery of trainings • Provide guidance and advice on NBSAP implementation to stakeholders • Facilitate the development of small grants to catalyze NBSAP actions <p>Key Deliverables:</p> <ul style="list-style-type: none"> • Database of NBSAP actions • Regular reports on status of NBSAP implementation • Regular reports on NBSAP capacity needs <p>Expertise & Qualifications:</p> <ul style="list-style-type: none"> • Master's degree in natural resources or relevant field highly desired • At least two years of experience in project and knowledge management in issues of environmental management

Type of Position	Position / Titles	Terms of Reference: Responsibilities, Deliverables and Qualifications
		<ul style="list-style-type: none"> • At least two years of experience working to support the engagement of stakeholders in issues of environmental management • Experience with creating databases • Experience with capacity needs assessment • Experience with UNDP highly desired
International Consultant New York Phase I	NYDF Coordinator	<p>Tasks:</p> <ul style="list-style-type: none"> • Coordinate partner activities in the NYDF (25%) • Coordinate key events (25%) • Oversee communications activities including web presence (25%) • Develop annual workplans and coordinate implementation of the workplan among partners (25%) <p>Key Deliverables:</p> <ul style="list-style-type: none"> • Successful events concluded • Annual reports produced • Additional endorsers of NYDF recruited <p>Expertise & Qualifications:</p> <ul style="list-style-type: none"> • Master's degree in natural resources or relevant field highly desired • At least 5 years of relevant professional experience, in international development, natural resource management (in particular forests), and indigenous and local community issues in development. • Experience with UNDP highly desired • Knowledge of second UN language required.
International Consultant New York Phase I	Knowledge Management and Solutions Coordinator	<p>Tasks:</p> <ul style="list-style-type: none"> • Develop annual work plan for learning and capacity program • Oversee e-learning module development • Develop webinars, training events and training materials • Develop Massive Open Online Courses on various thematic areas <p>Key Deliverables:</p> <ul style="list-style-type: none"> • Massive open online courses developed • E-learning courses developed and launched • Capacity needs assessment conducted <p>Expertise & Qualifications:</p> <ul style="list-style-type: none"> • Master's degree in natural resources, communication or relevant field highly desired • At least two years of experience and/or research in issues of environmental management, and preferably with a focus on policies and/or capacity development with local communities, indigenous peoples and/or governments • Experience with a variety of learning materials and contexts • Experience with developing and running massive open online courses •
International Consultant New York Phase I	Website, Database and e-learning Technology Specialist	<p>Tasks:</p> <ul style="list-style-type: none"> • Develop and maintain web sites, portals and databases across all areas within the project • Maintain and expand solutions portal • Develop and maintain effective contact management system • Design and coordinate send-out of newsletters, mass mailings etc. <p>Key Deliverables:</p> <ul style="list-style-type: none"> • 3 websites maintained • Data portals developed • Learning site launched <p>Expertise & Qualifications:</p>

Type of Position	Position / Titles	Terms of Reference: Responsibilities, Deliverables and Qualifications
		<ul style="list-style-type: none"> • Master's degree in information technology or relevant field highly desired • Experience creating online platforms • Experience creating websites • Experience with UNDP website development desired • Experience maintaining client databases
International Consultant New York Phase I	Policy Advisor and Learning Specialist	<p>Tasks:</p> <ul style="list-style-type: none"> • Support the National Biodiversity Coordinator and the Equator Initiative Coordinator in the implementation of the project on substantive and logistical issues • Support communications efforts and create content for National Biodiversity and Equator Initiative websites, forums, social media • Conduct research, gather data, review literature pertinent to NBSAP and Equator Initiative work to document best practices • Create material for solutions portal <p>Key Deliverables:</p> <ul style="list-style-type: none"> • Communications materials created • Presentations and speeches created • Best practices identified • Communities of practice created, fostered and maintained <p>Expertise & Qualifications:</p> <ul style="list-style-type: none"> • Master's degree in relevant field • At least 2 years of experience in communications, knowledge management, organization, content development and data tracking, and/or monitoring and evaluation; • Knowledge of online communication, networking and collaboration tools • Experience in delivering draft speeches, talking points and presentations to support a variety of meetings and workshops • Experience in data collection/analyses • Experience in conducting research, summarizing material and literature review
P-2 FTA New York Phase II	Project Support Analyst	<p>Tasks:</p> <p>Ensure implementation of operational strategies focusing on achievement of the following results:</p> <ul style="list-style-type: none"> • Full compliance of procurement activities with UN/UNDP rules, regulations, policies and strategies • Provision of inputs to the to the CO Procurement business processes mapping and elaboration of internal Standard Operation Procedures (SOPs) in Procurement and Logistics <p>Support procurement processes for projects</p> <ul style="list-style-type: none"> • Provision of inputs to preparation of procurement plans for the office; • Support to organization of procurement processes including preparation of RFQs, RFPs documents, receipt of quotations, bids or proposals; • Preparation of Purchase orders and contracts in and outside Atlas, vendor creation in Atlas, maintenance of the filing system in the procurement unit;

Terms of Reference: Responsibilities, Deliverables and Qualifications	Position / Titles	Type of Position
<p>Expertise & Qualifications:</p> <ul style="list-style-type: none"> • Development of a procurement plan • Development of workplan and budget • Oversee development of quarterly financial reports • Oversee development of annual donor narrative and financial reports • Procurement reports as required • Monitoring reports • Roster of experts <p>Key Deliverables:</p> <ul style="list-style-type: none"> • Provide support for communication activities related to the project • Provide regular (quarterly) financial reports to the technical advisor • Provide support for communication activities related to the project • Monitor quality indicators and administer quality review processes and independent evaluations of the initiative; • Monitor planning and implementation carried out by responsible parties, such as by contractors and service providers including in pilot countries, and that they are aligned with key milestones; • Maintain and manage all financial information, including disbursements to the countries • Manage information flows and support regular reviews by the TPC regarding project details, schedules, risks, deliverables and budgets to ensure implementation is on track; • Monitor quality indicators and administer quality review processes and independent evaluations of the initiative; • Monitor planning and implementation carried out by responsible parties, such as by contractors and service providers including in pilot countries, and that they are aligned with key milestones; • Maintain and manage all financial information, including disbursements to the countries • Provide regular (quarterly) financial reports to the technical advisor • Provide support for communication activities related to the project <p>Support on monitoring and reporting</p> <ul style="list-style-type: none"> • Support and facilitate results-based programme development and management throughout the different stages of projects/programme implementation; • Manage information flows and support regular reviews by the TPC regarding project details, schedules, risks, deliverables and budgets to ensure implementation is on track; • Monitor quality indicators and administer quality review processes and independent evaluations of the initiative; • Monitor planning and implementation carried out by responsible parties, such as by contractors and service providers including in pilot countries, and that they are aligned with key milestones; • Maintain and manage all financial information, including disbursements to the countries • Provide regular (quarterly) financial reports to the technical advisor • Provide support for communication activities related to the project <p>Support on financial and technical management</p> <ul style="list-style-type: none"> • Assist in developing the work program and budget; • Monitors budget/work program with respect to budget and grants, on a regular basis; • Assist in managing requests for day-to-day financial administration, using advance of funds, direct payments, or reimbursement using Fund Authorization and Certificate of Expenditures; • Create requisitions and register goods receipt in ATLAS (ERP); • Make budget checks for requisitions, Purchase Orders and vouchers; • Support on monitoring and reporting <p>Support knowledge building and knowledge sharing</p> <ul style="list-style-type: none"> • Timely conducted DSA, travel agencies, hotel and conference facilities • Purchase tickets and PO preparation; arrangement of shipments; • conference facilities arrangement • Ensure provision of logistical services • Preparation of inventory reports and implementation of inventory • Ensure proper control of CO Assets • Updating the roster of suppliers • Contribution of implantation of sourcing strategy for procurement services • Provision of information for preparation of cost-recovery bills in Atlas • Purchase orders are duly prepared and dispatched; • Implementation of the internal control system which ensures that 		

Type of Position	Position / Titles	Terms of Reference: Responsibilities, Deliverables and Qualifications
		<ul style="list-style-type: none"> • At least 2 years of experience working on administrative and project support, preferably with a UN agency • Experience with all aspects of procurement, preferably within the UN system • Experience with all aspects of financial reporting and financial management • Experience with UNDP's Atlas system highly desirable • Bachelor's degree or equivalency • Knowledge of second UN language highly desirable, in particular Spanish or French
International Consultant New York Phase II	Communications Advisor	<p>Tasks:</p> <ul style="list-style-type: none"> • Coordinate, advise on and streamline communications efforts of the Equator Initiative, National Biodiversity Initiative and Global Biodiversity Initiative/NYDF • Create content for Equator Initiative, National and Global Biodiversity Initiatives/NYDF, making use of a multitude of appropriate media (blogs, news stories, social media posts, videos etc.) • Create and carry out innovative communications campaigns on multiple channels • Coordinate with BERA, partners and vendors to scale outreach efforts towards non-traditional audiences, in particular on social media <p>Key Deliverables:</p> <ul style="list-style-type: none"> • Communications strategy planned and implemented • Communications campaigns created and implemented • Number of people reached through communications efforts increased • Partners and collaborators recruited to leverage their reach <p>Expertise & Qualifications:</p> <ul style="list-style-type: none"> • Master's degree in mass communications, journalism or related field • At least 5 years of experience in communications, preferably in the non-profit sector • Experience with communications on social and traditional media • Experience with outreach, particularly in developing countries • Knowledge of additional UN languages highly desirable, particularly Spanish, French and/or Portuguese

Annex VI: Relationships to other UNDP Projects, Programmes and Policy Centres

The Global NFD works in full collaboration with numerous other programs and projects within UNDP by mining projects for lessons learned, identifying potential solutions, and creating knowledge products that help accelerate the adoption of these solutions at national and global scales. The Global NFD will draw lessons and material from the following UNDP units, programs and projects:

- **Biodiversity portfolio within UNDP/GEF³⁸:** UNDP has developed a Biodiversity and Ecosystems Global Framework for the period 2012-2020, positioning the organization to respond to future challenges – which include implementing the global Aichi Biodiversity Targets set out in the CBD Strategic Plan and advancing the sustainable development agenda that emerged from the Rio+20 Summit. UNDP's work on biodiversity and ecosystems is organized under the following key areas in which UNDP is providing technical and policy advice to governments, and support in accessing finance, building on proven best practices and encouraging innovation for development: a) integrating biodiversity into development; b) unlocking the potential of protected areas; and c) ecosystem-based mitigation of and adaptation to climate change. UNDP's biodiversity and ecosystems portfolio is the largest in the UN system, working in 130 countries, managing around 400 projects on ecosystems and biodiversity with US\$ 1.6 billion in funding from the Global Environment Facility (GEF) and other sources, and co-financing of US\$ 5.1 billion.
- **UNDP-GEF Portfolio in Sustainable Commodities:** UNDP maintains a portfolio of more than \$40 million in sustainable commodities, linked to the Global Environmental Facility's (GEF) work in this area.³⁹ This project will ensure that lessons learned from the UNDP-managed GEF-funded portfolio on sustainable commodities, especially the global green commodities program, are fully integrated into knowledge management and capacity building.

Supporting global projects within UNDP's GEF Portfolio, but not within this project, with whom we will closely collaborate include:

- **Global Green Commodities Programme:** The UNDP-led Global Green Commodities Programme⁴⁰ was launched in 2009, and works in eleven countries to help address the sustainability problems of vital commodities such as palm oil, cocoa, coffee, pineapple, fisheries, soy and beef. Through their approach and increasingly powerful partnerships, the programme aims to improve the lives of eight million farmers, impacting 20 million hectares of productive land by 2020. The main areas of intervention focus on:
 - Support to better sector coordination through National Commodity Platforms.
 - Support to policy and legislative reforms, plus stronger enforcement.
 - Support to improved national and sub-national farmer support systems. This involves piloting innovations with the private sector, so that workable solutions can gain traction at a scale that makes a difference.
 - Support to improved economic incentives for sustainable production so that more farmers can access the finance needed to adopt sustainable practices.
- **6th National Reporting (GEF PIMS 6114)** – this GEF-funded project provides a direct linkage to 65 countries directly, and together with UN Environment, to more than 140 countries, in support of their National Reports on Biodiversity⁴¹
- **Global Support to the implementation of National Biodiversity Strategies and Action Plans (NBSAPs)** – The NBSAP Forum is a global partnership aimed at supporting NBSAP revisions and implementation. It is hosted by the Secretariat of Convention on Biological Diversity (CBD), the United Nations Development Programme (UNDP), and the United Nations Environment Programme. The purpose of the NBSAP Forum web portal is to support countries in finding the information they need to develop and implement effective National

³⁸ See

http://www.undp.org/content/undp/en/home/ourwork/environmentandenergy/focus_areas/ecosystems_and_biodiversity.html for more details

³⁹ See <https://www.thegef.org/topics/commodities> for more details

⁴⁰ See <http://www.undp.org/content/gcp/en/home.html> for more details

⁴¹ See <https://www.cbd.int/reports/> for more details

Biodiversity Strategies and Action Plans (NBSAPs). The portal helps to develop a community of practice across a wide range of stakeholders, from national NBSAP practitioners who need access to timely information regarding best practices, guidance and resources, to individuals and organizations who wish to share their information, knowledge, support and resources. The NBSAP Forum portal provides a number of support functions, including:

- A repository of useful resources for NBSAP practitioners which can be explored by key themes;
- Online forums where members can ask the advice and share experiences with fellow practitioners and technical experts, organized by country, theme or region;
- A help desk facility and a list of Frequently Asked Questions to support NBSAP practitioners;
- A peer review facility in which practitioners can seek support and guidance on NBSAP development from fellow practitioners and technical experts.

In addition, the Global NfD Programme will work with the following units to identify solutions, lessons and opportunities for scaling up:

- **BES-Net:** The UNDP-led project on Biodiversity and Ecosystem Services Network (BES-Net)⁴² is a capacity building network of networks that promotes dialogue between science, policy and practice for more effective management of biodiversity and ecosystems, contributing to long-term human well-being and sustainable development. BES-Net focuses on key thematic areas (e.g., ecosystem-based adaptation, land degradation and restoration, indigenous and local knowledge in biodiversity and ecosystem services), provides policy support and tools on a variety of issues, and supports networking and matchmaking.
- **UNDP Small Grants Programme**⁴³: Established in 1992, the year of the Rio Earth Summit, the GEF Small Grants Programme embodies the very essence of sustainable development by "thinking globally acting locally". By providing financial and technical support to projects that conserve and restore the environment while enhancing people's well-being and livelihoods, SGP demonstrates that community action can maintain the fine balance between human needs and environmental imperatives. The Small Grants Programme covers more than 25,000 grants across 125 countries, including 40 Least Developed Countries and 37 Small Islands Developing States. The Small Grants Programme also focuses on scaling up impact from local success.
- **UN-REDD Programme**⁴⁴: The United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries was launched in 2008 and builds on the convening role and technical expertise of the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UN Environment). The UN-REDD Programme supports nationally led REDD+ processes and promotes the informed and meaningful involvement of all stakeholders, including indigenous peoples and other forest-dependent communities, in national and international REDD+ implementation.
- **UNDP REDD+**⁴⁵: The UNDP REDD+ unit supports countries with the design and implementation of national policies and measures to reduce deforestation and manage forests sustainably, hence contributing to the mitigation of climate change and advancing sustainable development. The unit is based in Geneva, with teams in Bangkok, Nairobi, New York and Panama, all together supporting a portfolio of programmes across circa 30 countries and a financial volume of about USD 350 million.
- **UNDP's Innovation Lab**⁴⁶: UNDP works in nearly 170 countries and territories, helping to eradicate poverty and reduce inequality and exclusion. In these countries, we see more and more people, particularly young women and men, push the boundaries of citizen engagement and work towards a future they want. We see the emergence of new infrastructures of social innovators, entrepreneurs and civil society and dramatic shifts in the development landscape, accelerated by new technologies and new finance models. Innovation for development is about identifying more effective solutions that add value for the people affected by

⁴² See <http://www.besnet.world/> for more details

⁴³ See <https://sgp.undp.org/> for more details

⁴⁴ See <http://www.un-redd.org/>

⁴⁵ See http://www.europe.undp.org/content/geneva/en/home/partnerships_initiatives/redd-1.html

⁴⁶ See <http://www.undp.org/content/undp/en/home/ourwork/development-impact/innovation.html>

development challenges – people and their governments, our users and clients. And we firmly believe that achieving the Sustainable Development Goals (SDGs) requires deliberate, calculated investments in testing new ways of triggering change

- **Global Policy Centre on Resilient Ecosystems and Desertification**⁴⁷ UNDP The Global Policy Centre on Resilient Ecosystems and Desertification (GC-RED) builds on the work of the Drylands Development Centre (DDC), which has been in existence through various incarnations for 40 years. It is also informed by UNDP's renewed and explicit organizational focus on sustainable livelihoods, poverty reduction and inclusive growth; and environmental sustainability and resilience. It takes into account the reaffirmation in the Rio+20 outcome document that sustainable development has three interlinked dimensions, namely social, economic and environmental. It also takes into account the concerns of the global community as expressed in the UN Convention to Combat Desertification (UNCCD), the Convention for Biological Diversity (CBD), and the UN Framework Convention on Climate Change (UNFCCC). A major dimension of UNDP's Strategic Plan for 2014-2017 is assisting programme countries in the design and implementation of solutions that would transform productive capacities, while avoiding the irreversible depletion of social and natural capital, lowering risks arising from shocks and improving the resource endowments of the poor and their prospects for employment and livelihoods. GC-RED's work is located in this context. It undertakes applied research, develops policy tools and knowledge products, and codifies and disseminates knowledge on how to enhance sustainable livelihoods in communities in drylands and other fragile ecosystems, while maintaining their long-term ecological viability.

⁴⁷ See http://www.undp.org/content/undp/en/home/ourwork/global-policy-centres/sustainable_landmanagement.html

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Annex VII: Terms of Reference, NYDF Responsible Party

Role: Responsible party for the project: Global Platform on the New York Declaration on Forests

Department: UNDP-GEF, BPPS, UNDP, via UNOPS Implementation

Duration: 2018 - 2021

Background:

UNDP partners with people at all levels of society to help build nations that can withstand crisis, and drive and sustain the kind of growth that improves the quality of life for everyone. On the ground in more than 170 countries and territories, we offer global perspective and local insight to help empower lives and build resilient nations. As partner countries develop local capacity, they draw on the people of UNDP and our wide range of partners. www.undp.org Based in UNDP's Bureau for Policy and Programme Support, UNDP Global Environmental Finance Unit (UNDP-GEF), the Global Programme on Nature for Development has the objective to help countries achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion. This objective is achieved through several inter-related areas of work, including the Global Forest Initiative.

The Global Forest Initiative works to highlight forests in the climate change agenda through UNDP's leadership of the Forests Action Area of the UNFCCC Global Climate Action Agenda. The Global Forest Initiative also works to empower indigenous peoples and local communities to participate in decision-making processes, and highlight their contributions to forest protection and sustainable forest management.

A central component of the Global Forest Initiative has been the establishment and facilitation of the New York Declaration on Forests whose launch UNDP coordinated for the 2014 Climate Summit, and for which UNDP has since provided informal coordination and secretariat support, at the request of NYDF stakeholders and endorsers.

The NYDF was a defining moment in global climate and forest policy. More than 130 governments, companies, civil society and indigenous peoples' groups, as well as state and provincial governors endorsed the NYDF in September 2014 at the UN Climate Summit and since then the number of endorsers has grown to 190. The NYDF includes ambitious targets to end natural forest loss by 2030, with a 50% reduction by 2020 as a milestone towards its achievement. In addition, the declaration calls for restoring 350 million hectares of degraded and deforested lands by 2030, supporting the private sector in eliminating deforestation in the supply chain of major agricultural commodities by 2020, and providing financial support to reduce emissions related to deforestation and forest degradation.

The launch of a Global Platform for the New York Declaration on Forests (NYDF Platform) fills an important gap.

Without an institutional anchor, the NYDF risks becoming one of the number of declarations that are made, publicized, and not implemented. To address this risk, UNDP is establishing an information and action platform to expand sign-on to the Declaration and mobilize action towards the achievement of its goals. The NYDF Platform will assist governments, companies, indigenous peoples and civil society organizations in achieving their commitments under the NYDF and other relevant global goals, through three components with specific objectives and functions:

- A. Serve as secretariat to support and advocate for implementation of the NYDF.
- B. Facilitate multi-sectoral dialogue, knowledge exchange and collaboration to advance global advocacy and promote implementation of policies, measures and best practices to achieve forest-related commitments, including those under the UNFCCC, and create links to a network of practitioners able to assist in implementation.
- C. Support the NYDF Progress Assessment, the results of which, along with an informal advisory body will inform and guide the agenda of the NYDF Platform.

Functional Responsibilities:

UNDP is seeking an Implementing Partner (Responsible Party) to provide strategic support to the project and facilitate multi-stakeholder dialogue, consultation, mediation and events. The Implementing Partner will also serve as administrative lead for sub-contractors. A key principle underpinning this project is to provide complementary and gap-filling services, and to avoid overlapping with existing programs. Thus, it is crucial that the Implementing Partner be well-connected with a wide range of other ongoing forest efforts to help ensure this work does not duplicate or overlap in any way.

Duties and responsibilities of the Responsible Party will include the following:

- Provide facilitation, technical and policy support to the NYDF Secretariat, hosted by UNDP
- Provide strategic guidance on the direction and implementation of the NYDF Global Platform through active participation in the Steering Committee

- Support the development of strategies and annual work plans to address specific barriers to implementation of the NYDF
- Help identify, catalyze and mature new international mitigation partnerships, innovative policy and multi-stakeholder solutions for advancing implementation of the NYDF
- Facilitate and support planning and execution of events and provide strategic input
- Convene discussions among experts, policy makers and stakeholders to address specific barriers to implementation of the NYDF
- Convene a multi-stakeholder advisory group will take stock of the activities of partners and stakeholders to identify gaps, areas of intervention and priorities for actions
- Serve as administrative lead for securing sub-contractors

Competencies

- Recognized leader in facilitating government-to-government and multi-stakeholder dialogue on forests, including at the global level
- Familiarity with the New York Declaration on Forests and its history, endorsers and stakeholders
- Ability to draw on strong networks and established relationships in the forests space to help advance the goals of the NYDF Global Platform
- Positive international credibility and reputation
- Proven experience in providing facilitation and mediation support
- Experience providing secretariat services to international processes and partnerships

Annex VIII: CSO/NGO Selection – Comparative Advantage Analysis Conducted based on Terms of Reference for the Engagement (Responsible Partner for the Project: Global Platform for the New York Declaration on Forests)

Note: The Yes/No responses relate to an assessment of whether the criteria are deemed to be a comparative advantage for this CSO/NGO within the specific context of the engagement TOR.

Comparative Advantage Component (in order of priority)	Meridian Institute
<p>Recognized leader in facilitating government-to-government and multi-stakeholder dialogue on forests, including at the global level.</p>	<p>Yes. Over the past decade, Meridian has carefully designed and executed dialogues among key players on many topics including a myriad of issues related to deforestation. As a result of Meridian’s convening and collaborative processes, many of those actors’ activities are channelled and/or coordinated in ways that create a multiplier effect above and beyond what they would have achieved if each actor or stakeholder was working independently.</p> <p>Examples of Meridian’s engagement in this space include: serving as the interim Secretariat for the Tropical Forest Alliance 2020; facilitating global dialogue on REDD+; and supporting the UN-REDD Programme for many years, involving very diverse groups of countries and stakeholders. Meridian has also facilitated philanthropic investments by major charitable foundations through the Climate and Land Use Alliance and with individual foundations such as the Gordon and Betty Moore and David and Lucile Packard foundations. Meridian also serves as the facilitation provider to Norway’s International Climate and Forest Initiative.</p>
<p>Familiarity with the New York Declaration on Forests and its history, endorsers and stakeholders</p>	<p>Yes. Meridian was a key partner to UNDP in the establishment of the NYDF during the 2014 Secretary-General’s Climate Summit. Meridian supported UNDP in strategically engaging stakeholders and executing the launch of the NYDF. As a result, Meridian is very familiar with the history of the NYDF and its unique political context, and has trusted relationships with many of its stakeholders and endorsers, enabling Meridian to bring continuity to the launch of the Global Platform.</p>
<p>Ability to draw on strong networks and established relationships in the forests space to help advance the goals of the NYDF Global Platform</p>	<p>Yes. As described above, Meridian has established relationships with NYDF stakeholder and endorsers through the organization’s historic role in the establishment of the NYDF.</p> <p>They also bring broader relationships and experience in the forests world, through well over a decade of experience convening collaborative dialogues in this space.</p> <p>As well as those specified above, Meridian has led projects covering multiple aspects of climate change and forests, including US energy policy, US and other national climate policy, international climate change agreements and policy, clean technology innovation, the effects of climate change on agriculture and of agriculture on climate change, and measures for reducing emissions from deforestation, forest degradation, and other biological land uses, and as a result has a wealth of relationships and networks in the forests and climate change space to help advance the NYDF Global Platform’s goals.</p>

<p>Positive international credibility and reputation</p>	<p>Yes Meridian Institute has operated since 1997, during which time the organization has established itself as a trusted leader in <i>designing and facilitating collaborative solutions</i> to some of society's most complex and controversial issues Meridian has been convening collaborative dialogues and conferences on the topic of climate change and forests for well over a decade Meridian is well-respected and trusted by key NYDF stakeholders through their engagement and leadership in related forests initiatives, including REDD+ dialogues, the UN-REDD Programme, TFA 2020, and as facilitation provider to NICFI</p>
<p>Proven experience in providing facilitation and mediation support</p>	<p>Yes Over the past decade, Meridian has helped to identify the need for, and carefully designed and executed dialogues among key players on many topics including a myriad of issues related to deforestation and agricultural development and productivity. Meridian has been applying its mission as a trusted strategic advisor, convener, and highly skilled facilitator for strategic partners, including UNDP, for two decades</p> <p>Examples of successful facilitation and mediation work include helping to shape the Tropical Forest Alliance 2020 into a viable global alliance, and Meridian's key role of facilitating the development and launch of the New York Declaration on Forests.</p> <p>More broadly, Meridian's climate- and energy-related projects have helped parties across the political spectrum and around the globe to establish communication, exchange ideas, and forge action-based alliances Their efforts have spurred effective interchange among scientists, policy makers, industry leaders, environmental advocates, academics, ethical and spiritual leaders, and others Many of Meridian's projects have resulted in unlikely allies, for example, working with several Fortune 500 corporations and leading environmental groups to create the US Climate Action Partnership</p>
<p>Experience providing secretariat services to international processes and partnerships</p>	<p>Yes Meridian Institute served as the interim Secretariat for the Tropical Forest Alliance 2020 and as such was responsible for expanding the partnership, developing rules of governance and facilitating the work of several regionally focused initiatives and working groups.</p>
<p>Donor Preference for this entity as Implementing Partner</p>	<p>Yes. The donor has expressed a preference for UNDP to deliver this project as part of a consortium with other parties who have been engaged in the NYDF since its inception, specifically Meridian Institute</p>

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