



United Nations Development Programme

Country: Global

PROJECT DOCUMENT¹

Project Title: Down to Earth: Territorial Approach to Climate Change

UNDAF Outcome(s): Environment and Sustainable Development

UNDP Strategic Plan Primary Outcome: Environment and Sustainable Development

UNDP Strategic Plan Secondary Outcome:

Expected GP Outcome(s): Mainstreaming, Adaptation to Climate Change, Environmental Finance, Local Access

Expected CPAP Output (s)

Sub-national authorities to have identified risks and opportunities related to climate change at the territorial level and integrated priority mitigation and adaptation measures into sustainable development planning and programming, taking into consideration gender aspects and aligned and coordinated with existing climate change projects in the region.

Executing Entity/Implementing Partner: UNDP

Implementing Entity/Responsible Partners: UNOPS and UNDP

Brief Description

The Down to Earth: Territorial Approach to Climate Change project will support the integration of climate change adaptation and mitigation measures into sustainable development planning and programming in developing countries by 1) developing partnerships with UN and specialised agencies, national and sub-national governments, centres of excellence and regional technical institutions, and the private sector; 2) making available methodologies and tools for long-term climate change participatory planning to regions and cities and sharing best practices; 3) providing regions with information about climate change challenges and opportunities and technical and financial solutions; 4) providing technical support to up to 20 regions for the preparation of regional climate change plans, including identification of priority mitigation and adaptation measures; and 5) providing technical support to up to 20 regions to identify policy and financing instruments to implement priority climate change measures.

Programme Period:	2 years (within 5-year initiative – see work plan in Annex 1)
Atlas Award ID:	60234
Project ID:	75758
PIMS #	_____
Start date:	06 Nov 2009
End Date	31 Oct 2011

Total resources required	\$ 3,571,398
Total allocated resources:	\$ 750,000
Unfunded budget	\$ 1,954,398
• Regular	_____
• Other:	
o EE TTF	
o TF Hub for Innovative Partnership	\$ 867,000
o In-kind	_____
o Other	_____

Agreed by (Yannick Glemarec UNDP/EEG):

Date/Month/Year

Agreed by (Olav Kjørven UNDP/BDP):

Date/Month/Year

¹ For UNDP supported GEF funded projects as this includes GEF-specific requirements

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LIST OF ACRONYMS

ADEME	French Agency for Environment and Energy Management
AER	Assembly of European Regions
AIRF	International Association of Francophone Regions
ART	Articulation des réseaux thématiques et territoriaux
BDP	Bureau for Development Policy
CCIPF	Climate Change Investment Policy Framework
CPMR	Conference of Peripheral Maritime Regions
EC DGDEV	European Commission Directorate General for Development
EEG	Environment and Energy Group
FOGAR	Forum of Global Associations of Regions
GCF	Global Cooperation Framework
GEF	Global Environment Facility
GEO4	Global Environment Outlook 4
HDR	Human Development Report
IPCC	Intergovernmental Panel on Climate Change
ICCPP	Integrating Climate Change Risks into Development Programming and Planning
ICCWBO	International Chamber of Commerce-The World Business Organisation
ITCP	Integrated Territorial Climate Plan
MDG	Millennium Development Goal
NF	Northern Forum
Nrg4sd	Network of Regional Governments for Sustainable Development
OLAGI	Organización Latinoamericana de Gobiernos Intermedios
UN-REDD	United Nations Reducing Emissions from Deforestation and Forest Degradation
TNA	Technology Needs Assessment
UNCT	United Nations Country Team
UNCDF	United Nations Capital Development Fund
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UN-HABITAT	United Nations Human Settlements Programme
UNITAR	United Nations Institute for Training and Research
UNOPS	United Nations Office for Project Services
WBCSD	World Business Council for Sustainable Development
WEC	World Energy Council

I. SITUATIONAL ANALYSIS

The Intergovernmental Panel on Climate Change 4th Assessment Report (IPCC AR4), the Global Environment Outlook Report (GEO4), and the 2007/08 UNDP Human Development Report (HDR) have all highlighted that global warming has become an undeniable reality and that human activities are in all likelihood responsible for most of the climate change phenomena. The latest data from the United Nations Framework Convention on Climate Change (UNFCCC) underlines the need to intensify emission reduction efforts worldwide after 2012. Otherwise, achieving the deep reductions recommended by the scientific community – overall volume reductions of 50% or even 80% globally by 2050 – will become extremely difficult.

While developing countries have contributed little to greenhouse gas emissions, they are the most vulnerable to their impacts. There is increasing concern that climate change, including variability in temperatures and rainfall, could undermine the achievement of a number of the Millennium Development Goals (MDGs), most notably in poverty reduction². The increasing likelihood of disasters (such as floods, droughts, landslides, etc) and their increased frequency and intensity due to climate change and variability will further undermine development gains and progress towards the MDGs. An effective and well-funded adaptation strategy is required for those countries least capable of coping with climate change impacts, and common but differentiated mitigation strategies are needed to protect the poorest and most vulnerable regions. The Stern Review on the Economics of Climate Change emphasizes that the failure to invest in activities addressing climate change could cost the global economy up to 20% of global gross domestic product (GDP) – equivalent to the economic cost of all the great wars and depressions of the 20th century.

The required reduction targets can be realized through emissions reductions of ~1.5% per year provided such reductions were to begin today. However, if actions are delayed by approximately 8 to 10 years, then the future declines required to realize the target reduction would have to be greater than 3%, a reduction rate widely regarded as incompatible with current technological means.

Reaching these ambitious but unavoidable goals will not be easy. The world is already struggling to meet the Kyoto Protocol target of reducing GHG emissions by 5.2% compared to 1990 levels and the risk is high that it will not be met. A dramatic scale up of existing efforts is necessary to mobilize the technological and financial resources required to successfully address the climate challenge, particularly in the least developed countries.

To date, climate change efforts have focused on either incrementally reducing emissions or reducing vulnerability through isolated projects. These incremental improvements are important first steps, however, ambitious long-term climate change efforts will require a more systematic approach, which integrates climate change mitigation and adaptation into a profound rethinking of development processes. Developing countries will need new planning tools to identify and implement development strategies robust enough to withstand different and variable future climate conditions.

To successfully address the climate change challenge, countries will also have to ensure the involvement and commitment of all levels of decision-makers. In particular, regional and local governments have an

² The 2007/2008 *Human Development Report* (HDR) has warned that the sustainability of a number of MDGs are threatened by five climate change-induced human development tipping points: reductions in agricultural productivity, heightened water insecurity, exposure to extreme events, collapse of ecosystems, and increased health risks.

essential role to play in climate change management by implementing and complementing national public policy initiatives at their respective levels. In the mitigation area, controlling emissions related to transportation, power production and the construction sector depends first and foremost on decentralized initiatives in urban and energy development and intermodal transportation. Over 70% of GHG emissions are influenced by local behaviours and investment choices.

Regional and local governments play an even more important role in adaptation to climate change. Adaptation is very site dependent and local planning decisions will be critical to tailor almost every single adaptation action to the specific conditions in which it will take place.

The sums involved in a shift to a low-carbon economy are daunting. For example, the International Energy Agency estimates that limiting GHG concentrations to 450 ppm CO₂eq would require US\$ 550 billion to be invested in clean energy from now to 2030. UNDP estimates the cost of adaptation at US\$ 86 billion. Current levels of ODA are clearly insufficient to finance the necessary investments. For example, ODA at present provides \$5-7 billion per year for energy-related activities and is thus only 1% of the total estimated amount required.

Recognizing that most of the financing to address climate change will have to come from redirecting private investment flows, the international community is currently piloting a number of public policies, new market-based instruments and innovative financial mechanisms to attract and drive direct investment towards lower carbon and climate resilient technologies and practices. The private sector invested nearly \$150 billion of new money in clean energy technologies in response to these new policy and financial incentives in 2008. However, these financial flows often remain restricted to OECD countries and a small number of rapidly developing countries; significant barriers still need to be removed before a wider number of countries can access these new sources of environmental finance.

During the development of this project from October 2008 until February 2009, UNDP organized scoping missions to four countries: Uruguay, Albania, Senegal, and the FYR Macedonia. The objective of these missions was to better assess existing barriers to the preparation and implementation of long-term Integrated Territorial Climate Plans and the mainstreaming of climate change concerns into development strategies involving all concerned decision-making levels in a given territory. The summary of reports from these scoping missions can be found in Annex 7 of this document.

These scoping missions confirmed that there was growing awareness of the climate change issue by local stakeholders and a willingness to act to mitigate its socio-economic impact at the regional and local levels. However, regional and local governmental action against climate change is constrained by the following barriers:

- Methodologies and expertise required to assess the potential physical and economic impact of climate change at the regional and local levels and to develop climate change prospective exercises are not always available;
- Human and financial resources remain sorely lacking at the regional and local levels to design and implement Integrated Territorial Climate Plans;
- There is limited awareness of the innovations currently being piloted across the globe to support regional and local governmental action against climate change; and
- Knowledge sharing across regions is hindered by the varying roles and responsibilities of regional authorities. The general level of decentralization and division of responsibilities between

administrative levels varies significantly among countries. Such heterogeneity hinders the exchange of information and replication of best practices between regions.

II. STRATEGY

To address the above barriers, **UNDP, UNEP** and several key **associations of regions** (nrg4SD, ARE, CPMR, NF, AIRF, OLAGI, FOGAR, The Climate Group, etc.) formed a partnership to support regional governmental action against climate change in October 2008 in St. Malo, France.

From this partnership emerged a five-year initiative, “Towards Lower Carbon and Climate Change Resilient Territories”, also called the **Territorial Approach to Climate Change Initiative**³ (see press release for this event in Annex 6). The initiative was officially presented at UNFCCC’s COP 14 in Poznan through various side-events and press conferences.

The **Down to Earth: Territorial Approach to Climate Change (TACC) project** aims to assist regional and local governments in developing countries in:

- Developing integrated climate change strategies and action plans to assess development options that are robust enough to withstand different future climatic conditions.
- Strengthening capacity of sub-national authorities to integrate climate change into sustainable development planning and programming.
- Identifying no regrets/negative costs/low-cost adaptation and mitigation measures that promote long- term sustainability and poverty reduction.
- Enhancing the capacity of regional and local government to enact regulatory measures, as well as to take advantage of new sources of environmental finance, to implement these no regrets/negative cost/low-cost options.

The project will work through strategic **partnerships** between and amongst regions in industrial and developing countries, international organisations and UN agencies, regional technical institutions, and the private sector to foster knowledge transfer and direct investment to fight against climate change.

The **Down to Earth: Territorial Approach to Climate Change project** will promote **decentralized cooperation** among regional and local governments. Regions which have already developed Integrated Territorial Climate Plans (ITCPs) will share experiences and relevant expertise with partners in other regions. Partnerships between relevant United Nations Agencies and regional technical institutions will facilitate the process and assist regions in taking advantage of new sources of environmental finance through the services of a number of environmental finance facilities.

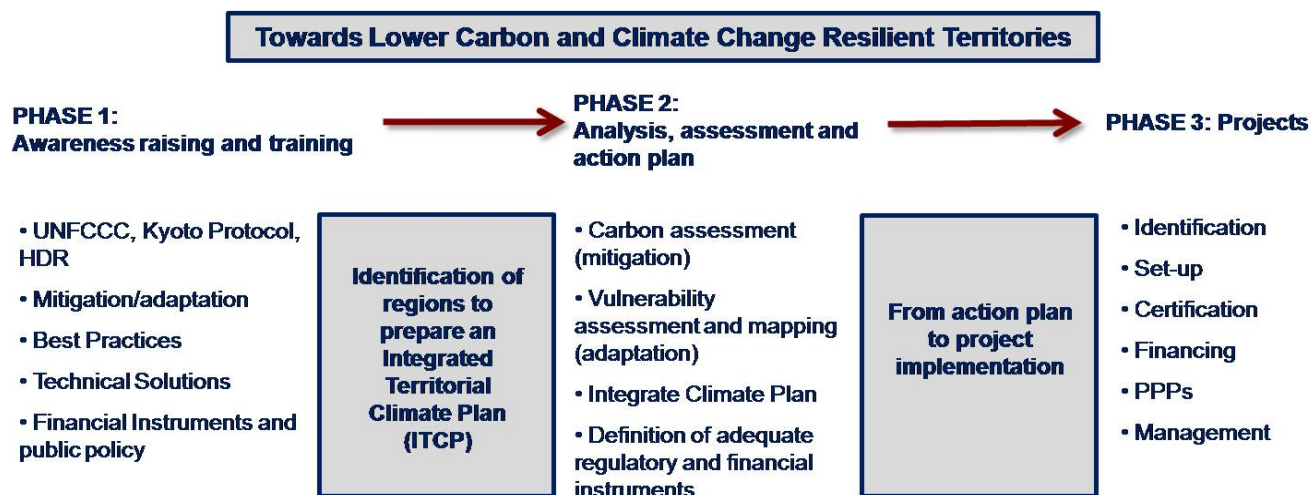
The overall TACC Initiative is expected to leverage US\$ 50 million in capacity development activities and generate \$2.5 billion in follow-up investment. The country projects (US\$ 1 million per sub-national government) will build the capacity of sub-national governments to develop and subsequently

³ “The term “region” refers to a geographic and administrative territory that is smaller immediately than the country which covers more than one municipality. In this entity, one public authority is in charge of managing the territory, with more or less elbowroom depending on the level of decentralization. Depending on the country, this sub-national territory may be called Province, State, Department or Region”.

SOURCE: *OECD Regions at a Glance: 2009*. OECD: Paris, 2009.

implement creditworthy and investment-ready projects based on the Integrated Territorial Climate Plans. These projects are expected to generate approximately US\$ 50 million of new money each by combining and sequencing different sources of existing and future environmental finance mechanisms (ODA, public-private partnerships, decentralized cooperation, carbon market etc.).

This five-year process consists of three phases:



Description of the Phases:

- 1. Increase awareness of 500 sub-national authorities on climate change** through the organization of international workshops and a web portal under UNEP leadership (separate project document developed by UNEP with contributions from UNDP through Outcomes 2&3 below).
- 2. Assist 50 regions in the preparation of their Integrated Territorial Climate Plans (ITCPs); 20 regions** initiate preparation of ITCPs through present UNDP project document (Outcomes 1-4 below).
- 3. Assist 50 regions in the design and implementation of individual national projects, particularly in relation to assessing, accessing, combining and sequencing new sources of environmental finance; 20 regions** receive technical support through present UNDP project document (Outcome 5 below).

The **TACC Initiative** will include (1) the present **project**, which will be directly executed (DEX) by UNDP with some components implemented by UNOPS and (2) a number of national projects in selected countries (see Annex 1 Work Plan) which will be funded separately. National projects will be overseen by the UNDP country offices and nationally executed (NEX), and will require a letter of endorsement from the national government in consultation with their respective UNFCCC National Focal Point. The national projects will operate in countries where decentralization processes have taken place. The selection of pilot countries reflects existing partnerships amongst regions as well as consultations involving national governments, UNDP country offices, regions and donors. The present project document is for an initial two-year pilot project which will provide technical assistance to up to 20 national project teams. After two years, the project can then be maintained, scaled up or closed down, depending on evaluation findings and availability of funds. The organisational structure of the **Down to Earth TACC project** can be found in Annex 2. The goal, objective, and outcomes of the **Down to Earth TACC project** are given below.

III. OBJECTIVES AND OUTCOMES OF THE PROJECT

The **goal** of the project is to mitigate risks posed by climate change to poverty reduction and sustainable development in developing countries, by empowering regional and local governments to scale up climate change mitigation and adaptation actions.

The project **objective** is for sub-national authorities to have identified risks and opportunities related to climate change at the territorial level and to have integrated priority mitigation and adaptation measures into sustainable development planning and programming, taking into consideration gender aspects and aligned and coordinated with existing climate change projects in the region.

The **beneficiaries** of the **Down to Earth TACC project** are sub-national authorities who seek technical assistance in: (a) understanding climate change and the related risks and opportunities; (b) identifying priority climate change mitigation and adaptation measures; (c) increasing their knowledge of best practices for climate change mitigation and adaptation at the sub-national level; (d) in line with international agreements and national policies, preparing their regional development strategies, action and investment plans; and (e) accessing various sources of financing, particularly environmental finance (carbon finance, ODA, public-private partnerships or PPP, corporate social responsibility or CSR, decentralised cooperation, etc.). Sub-national authorities will benefit by gaining a better understanding of the key methodological, technical, human and financial requirements to successfully undertake this work.

The project objective will be realised through the following **outcomes**:

Outcome 1: Partnerships established and operational with UN and specialised agencies, national and sub-national governments, centres of excellence and regional technical institutions, and/or the private sector.

The TACC project team will promote strategic partnerships between and among regions in industrial and developing countries, as well as with international organisations and UN agencies, centres of excellence and regional technical institutions, and the private sector to foster knowledge transfer and provide technical and financial support for climate change adaptation and mitigation.

The Report of the Secretary-General, *Overview of United Nations activities in relation to climate change* (A/62/644 of 10 January 2008), calls for the development of an effective framework for greater coherence and coordination of the work of the UN system with respect to the critical challenge of climate change, while the Report of the United Nations System Chief Executives Board for Coordination, *Acting on Climate Change: the UN System Delivering as One*, rolls out a strategic joint framework of activities of the UN system to support the agreed intergovernmental decisions of the United Nations Framework Convention on Climate Change (hereinafter referred to as UNFCCC). To promote such coordination, the **Down to Earth TACC project** will seek to align its activities with those of other UN entities at the global strategic level as well as on a case-by-case basis. To achieve this UNDP will conduct continuous dialogue with the various UN entities at global and country levels and draft partnership agreements that capitalize on the comparative advantages of each UN entity.

Key Activity Results:

- **TACC** project team established

- Communication strategy is formulated and outreach is undertaken through various forms of media and relevant events
- Project website is developed
- Project Supervisory Board established
- Ongoing dialogue maintained with representatives of UN agencies and programmes
- Partnership agreements developed with various UN system entities
- Partnerships developed with relevant centres of excellence, and regional technical institutions⁴
- Partnership agreements developed with sub-national governments from industrialized and developing countries
- Partnership agreements developed with private sector and its associations

Outcome 2: Methodologies and tools for long-term climate change participatory planning are developed and made available, and best practices shared with regions and cities.

In close partnership with the centres of excellence and regional technical institutions, the project will develop knowledge tools and methodologies, as well as communities of practice and virtual knowledge networks, for the preparation of Integrated Territorial Climate Plans as follows:

- *Developing an Integrated Territorial Climate Plan: A Partnership Policy Framework*: Helps identify a ‘common ground’ among all partners on the objectives of the ITCPs and puts effective feedback mechanisms in place
- *Climate Change Impact Scenarios and Vulnerability Mapping*
- *Technology Needs Assessment Handbook*
- *GHG and Energy Assessment*
- *Spatial Analysis and Vulnerability Handbook*: Helps regional authorities to conduct a physical and socio-economic impact assessment of climate change in their territories, to set medium- to long-term mitigation and adaptation targets that balance development and environmental goals, and identify and implement strategies for realising these targets
- *Climate Change Policy and Investment Handbook*: Assists regional authorities to identify the most appropriate combination of policy instruments (regulatory, economic, etc.) as well as assess and access the different sources of climate change finance needed to finance the activities required to achieve mitigation and adaptation targets

Key Activity Results:

- Methodologies and tools available to support the design and implementation of regional climate change strategies
- Innovative methodologies and tools to support local and regional governmental action against climate change are codified and disseminated

Outcome 3: Regions are aware of climate change challenges and opportunities and of available technical and financial solutions.

As described on page 7, the **TACC Initiative** consists of three parallel phases. Phase 1 involves raising awareness among decision-makers from 500 regions through the organization of international

⁴ In line with UNDP rules of procurement.

workshops and a web portal under UNEP leadership. These activities are covered in a separate project document developed by UNEP. UNEP will raise the awareness of decision-makers from at least 500 regions worldwide on climate change risks, opportunities and solutions through the organisation of 25 workshops over a span of five years.

These workshops will enable practitioners from different regions, climate change experts, central governments, NGOs, private sector and academia to share knowledge and exchange information on best practices in this area. The peer learning process will guarantee a better uptake of knowledge. In this framework, South-South and North-South decentralized cooperation will be especially encouraged.

UNDP will contribute to Phase 1 awareness-raising through Outcome 3 of the present project document. In this context, UNDP will assist by providing information and experience on low carbon and climate resilient development strategies during the workshops organized by UNEP. It will also provide guidance for the development of the web portal. UNDP's contributions will be based on the methodologies developed under Outcome 2 and the experiences gathered through partnerships and during the implementation of national projects.

Key Activity Results:

- Support provided to UNEP in increasing awareness and understanding of sub-national authorities on climate change and related risks and opportunities
- Support provided to UNEP in sharing best practices at sub-national level with concerned governments worldwide

Outcome 4: Technical support is provided to 20 regions in developing countries for the preparation of their regional climate change plans, including identification of priority mitigation and adaptation measures.

Phase 2 of the **TACC Initiative** focuses on assisting regions in the preparation of their Integrated Territorial Climate Plan (ITCPs). The objective of the ITCPs is to identify and prioritise mitigation and adaptation initiatives based on an assessment of physical and economic climate change impacts, and the identification of no-regret/negative- or low-cost options. For adaptation, these plans should identify no-regret options such as disaster risk management and improved emergency response systems. A number of mitigation options with negative costs should also be identified, for example the introduction of energy efficient appliances or buildings. An indicative table of contents of the ITCP is found in Annex 5.

The **TACC** project team will provide support to 50 national project teams for the assessment of physical and economic impacts of climate change in a given territory, and the preparation of the ITCPs. The project team consists of a Project Director, a Senior Coordinator, a Technical Advisor (mitigation), a Climate Change Economist, and a Programme Associate. (In addition, a partnerships team consisting of a Partnerships Manager and two Programme Specialists as well as Environment and Energy/**TACC**-dedicated Regional Technical Advisors (RTAs) located in the Regional Service Centres will provide additional policy and technical support to the UNDP country offices/national project teams. See Annex 2 for more information.)

Key Activity Results:

- Technical expertise is provided by the project team and the **TACC**-dedicated RTAs in the Regional Service Centres to the national teams to support physical and socio-economic assessment, design of regional climate change strategies, action plans and related products

- In cooperation with centres of excellence and relevant regional technical institutions, satellite imagery is made available, and models are developed to support physical and economic climate change impact assessment in a given territory
- Training and skills development programmes are developed and conducted to enhance the capacity of national teams and regional and local governments to assess the physical and economic impact of climate change.

Outcome 5: Technical support is provided to 20 regions to identify possible policy and financing instruments to implement priority climate change measures.

Phase 3 of the **TACC Initiative** focuses on strengthening capacities of regions to develop new regulations and policies (i.e. regulation on energy efficiency in buildings, introduction of financial incentives, etc.) and access new sources of environmental finance to attract and drive direct investment towards green energy technologies and climate resilient initiatives. With the assistance of the associations of regions and UNDP environmental finance facilities (MDG Carbon, UN REDD, etc.), national project teams will help regional and local project proponents to formulate individual policy development and investment projects, as well as to mobilize funds to implement them. It will create an enabling environment for the mobilization of environmental financial resources from private and public actors who are keen to invest in projects that are economically advantageous and sustainable.

The **TACC** project team and **TACC**-dedicated RTAs from the Regional Service Centres will provide technical backstopping to national teams in conducting these activities.

Key Activity Results:

- Technical expertise will be provided to national teams and regional /local governments to design and finance individual policy development and investment projects
- Support and advice will be provided for the development of collaborative partnerships and/or bilateral exchanges between regions and public/private sector actors

IV. MANAGEMENT ARRANGEMENTS

The **Down to Earth TACC project** will be directly executed (DEX) by UNDP's Bureau for Development Policy (BDP) and Partnerships Bureau (PB) while some components will be implemented by UNOPS. Within BDP, the Energy and Environment Group (EEG) will be responsible for all policy and programmatic support. For PB, the Hub for Innovative Partnerships will be responsible for partnership building and resources mobilization.

In line with UNDP programming guidelines, the **Down to Earth TACC project** will be overseen by a Project Supervisory Board and provides overall leadership and sets the strategic direction of the project. This Project Supervisory Board comprises the following members:

- **Executive:** Deputy Directors of BDP and PB;
- **Senior Users:** Representatives of UNDP Regional Bureaus; and,
- **Senior Suppliers:** EEG Director of Environmental Finance and the Director of the Hub for Innovative Partnerships.

Representatives from national and sub-national governments, private sector and other UN agencies and programmes interested in the project may also provide advice to the members of the Project Supervisory Board.

The **Down to Earth TACC project** will be managed on a day-to-day basis by a project team funded under this project. The project team will provide technical support to up to 20 national projects, funds permitting, with assurance and oversight provided by the UNDP Country Offices and EEG Regional Technical Advisers (RTAs) located in the Regional Service Centres. (See Annex 2 for organigram.)

Roles and responsibilities of UNDP Bureaus, Regional Services Centres and Country Offices

In line with the previously mentioned division of responsibilities, the Bureaus, the Regional Service Centres, and the country offices will contribute to the achievement of the outcomes and key activity results of the project based on their respective mandates:

1. Policy dialogue; programme and project development and implementation support; and knowledge generation, codification and dissemination will be implemented by **UNDP BDP EEG New York**
2. Resource mobilization and partnership-building, will be implemented by **UNDP PB Hub for Innovative Partnerships**
3. Coordination with regional strategic initiatives will be undertaken by the **Regional Environment and Energy teams** within the Regional Service Centres
4. Technical assistance for the formulation of the separately-funded national projects and their oversight will be provided by the UNDP **Country Offices** in accordance with standard UNDP rules and procedures. Country Offices will also contribute to the country-level technical support activities undertaken by this project.

More specifically:

UNDP BDP EEG will:

- Through the EEG Director of Environmental Finance oversee overall project implementation and have final executive authority;
- Through the Principal Technical Advisor advise on substantive and strategic issues and establish technical quality standards;
- Through the Project Team coordinate RSCs, national teams, partners; and manage the implementation of the **Down to Earth: Territorial Approach to Climate Change project**. It will also foster knowledge transfer between and amongst developed and developing countries and regions, UN agencies, academia, international institutions and the private sector. The technical part of the project team will initially include a Project Director and a Programme Associate, a Senior Coordinator, a Technical Advisor, an Economist.
 - *The Project Director*, will manage the implementation of this global project and coordinate the implementation of the different national projects. The Project Director will report directly to the BDP/EEG Principal Technical Advisor but will remain accountable to the Project Supervisory Board for the delivery of project outcomes.
 - *The Programme Associate*, will be responsible for project administration.

- *The Senior Coordinator's* mandate is to leverage satellite and digital imagery to support climate change risk management through building and development of networks and outsourcing technical services to regional/local institutions as needed. The Senior Coordinator will provide technical backstopping services to national teams to assess the physical impacts of climate change impacts. It will provide services such as access to satellite imagery, climate analogue modelling, vulnerability map production and analysis, remote sensing, GIS use, etc. S/he will also provide capacity building services and technical support and advice in the development of training modules on physical impact assessment of climate change. The Senior Coordinator will report directly to the Project Director.
- *The Technical Advisor* is seconded to UNDP by the French Government through a Non-Reimbursable Loan Agreement attached to the present project document. The Technical Advisor will provide technical support for the preparation of GHG inventories and mitigation analyses in support of the global and sub-national projects. S/he will report directly to the Senior Coordinator.
- *The Economist*, will provide services focused on social and economic impacts of climate change, building on the physical assessment produced.

The UNDP Hub for Innovative Partnerships of PB will:

Negotiate, draft and monitor the partnership agreements with national and sub-national governments, as well as with the private sector and UN entities in cooperation with the PB Private Sector Unit and DUNA respectively. It will also participate in the elaboration of a communication and outreach strategy for the project. More specifically it will:

- Through the *Director of Hub for Innovative Partnerships* oversee fund mobilization and partnership/relationship building (networking) as well as providing guidance on the *Territorial Approach to Climate Change* with sub-national authorities
- Through the *Project Team* build and manage partnerships with sub-national authorities, and other institutions, and mobilize financing in support of the global and the national **Down to Earth TACC** projects. The partnerships part of the team will initially include a Partnerships Manager and Programme Specialists. Further staff may be recruited as needs arise and funds become available.
 - *The Partnerships Manager* will mobilize institutions outside UNDP and donors and oversee partnerships built by programme specialists
 - *The Programme Specialists Partnerships* will build partnerships with local and regional authorities as well as their associations, the private sector and its associations and non-governmental organizations
 - *The Programme Specialist for Administration and Operations* (25%) will provide financial and operational support⁵

The Regional Bureaus will:

- Through the *Regional Service Centres* act as focal points for the **Down to Earth TACC**, ensure that this project is closely coordinated with other regional initiatives on climate change

⁵ The specialist for administration and operations will be shared between the various funding windows of the Hub Trust Fund. It is proposed that the current division of labor is re-assessed in June 2010 to make the necessary adjustments that reflect the actual workloads of the various windows and the common services.

adaptation/mitigation and other relevant UNDP Practice Areas such as poverty reduction, governance and environment. During the preparatory and implementation phase of in-country/national projects the regional focal point for **Down to Earth TACC** will assist country offices in formulating and overseeing the implementation of national projects. This will include liaison, negotiation and programming with government authorities and country offices;

The Country Offices will:

- Oversee the formulation and implementation of individual national projects that will be funded separately. Country offices will lead the policy dialogue at the national level on the appropriate scope of the exercise, support project formulation, including preparation of a project document, lead co-financing efforts at the national level, monitor key project milestones, assist in problem identification and trouble shooting, and other tasks.

Partnerships with centres of excellence and regional technical institutions

With respect to partnerships developed with centres of excellence and regional technical institutions (Outcome 1), a focus will be on partnering with suitable institutions which can provide needed downscaled prospective climate modeling services. These are likely to be highly specialized climate change modeling institutions which can develop, test, and validate methodologies for downscaling. The institutions will form a network of expertise to assist developing countries in using these methodologies, and will potentially include, but not be limited to, the USA NASA Goddard Institute for Space Studies, the UK Hadley Centre for Climate Prediction and Research, and the Brest Technopole in France. Some of these partnerships may require UN staff to be placed in these centres. Recruitment of any UN staff that may be required in these centers will be done by UNOPS, although UNDP may investigate placing UNDP staff in these centres as well if the need arises. All legal and operational arrangements for any such partnerships will first be cleared by relevant UNDP sections/units on a case-by-case basis.

The **Brest Technopole** in France will be the first partner, serving as a pilot for partnerships with other institutions. The pilot initiative is intended to be known as the “**Climsat Centre**” and it will develop, with UNDP technical assistance, the required methodologies needed to support UNDP national TACC projects. UNDP would retain full and exclusive ownership of these methodologies for use in other UNDP TACC and non-TACC projects. The costs of the Climsat Centre will be borne by donors to the centre. The costs of any UNOPS and/or UNDP staff placed in the Centre will be borne by donors to the TACC project. The contribution of the Brest Technopole to TACC will be finalized in an In-Kind Contributions Agreement between UNDP and the Brest Technopole (see Annex 8). If the Brest Technopole determines that it wishes to use a different public legal entity to provide the contributions to the TACC project it will inform UNDP and it will be that entity which enters into the In-Kind Contributions Agreement with UNDP. An MOU will also be entered into with the Brest Technopole (or other such suitable public entity) to informally document the commitment to work together on this partnership.

V. FUND MANAGEMENT ARRANGEMENTS

This project will be managed by UNDP’s **Environment and Energy Group (EEG)**.

The resources raised in accordance with the project budget (Section VII) can be received

- i) directly to the project through third-party contribution agreements,

- ii) indirectly through contribution agreements to the Energy and Environment Trust Fund in BDP earmarked to the **Down to Earth TACC project** and
- iii) indirectly through contribution agreements to the Trust Fund for Innovative Partnership earmarked to the Territorial Approach to Climate Change window.

Resources for the project will be raised by the Hub for Innovative Partnerships from a wide variety of government and non-government sources. The resources thus raised by the Hub and in accordance with the project budget will be administered by the Trust Fund for Innovative Partnerships of the Partnerships Bureau. This will include:

- registering the receipt of the contribution on the Trust Fund
- making expenditures against the income
- transferring and allocating it according to the budget to BDP EEG
- reporting⁶

Other resources raised for the project by BDP will be administered by EEG.

Based on the above, UNDP's Energy and Environment Group and Partnerships Bureau's Hub for Innovative Partnerships will be accountable for the proper management of the funds deposited on their respective Trust Funds and the project in accordance with UNDP POPP (financial management and execution modalities⁷), which includes ensuring:

- Consistency between project activities and trust funds terms of reference;
- Donor reporting requirements are fully complied with;
- No overspending of trust fund resources;
- Accurate recording of all activities relating to the trust fund; and
- Compliance with UNDP's financial regulations, rules, policies and procedures.

The total budget required for this project is US\$ 3,571,398, of which \$750,000 has already been allocated from the BDP EEG Thematic Trust Fund. An additional \$867,000 is allocated on the Hub TF and an additional US\$ 1,954,398 will need to be raised in accordance with the project budget (Section VII). Project management, execution and implementation fees for both BDP EEG and the Hub for Innovative Partnerships on funds managed by either party will be recovered and allocated in accordance with standard UNDP regulations and procedures.

⁶ Reporting will be done according to the respective contribution agreements (also refer to reporting section of the present project document) In case of fund transfer to BDP EEG, the Hub TF Manager will consolidate the central and national reports and submit them to the donor.

⁷ <http://content.undp.org/go/userguide/finance/fin-mgmt-exec-mod/?lang=en>

VI. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Environment and Energy Global Programme 2009-2011:

1. National and sub-national capacities are strengthened to assess, access, combine, and sequence financial instruments and/or market mechanisms with policy instruments to support environmental management; and
2. Capacities are strengthened to mainstream environment and energy concerns into UN Development Assistance Frameworks (UNDAFs), UNDP Country Programmes, country partner planning and programming processes, and relevant thematic areas (i.e. water, chemicals).

Outcome indicators as stated in the Environment and Energy Global Programme's Results and Resources Framework, including baseline and targets:

Outcome 1: National and sub-national capacities are strengthened to assess, access, combine, and sequence financial instruments and/or market mechanisms with policy instruments to support environmental management

Outcome indicators:

- Increased awareness of national and sub-national authorities on the challenges and opportunities of climate change, including the available technical and financial solutions.
- National and sub-national authorities have identified and implemented priority mitigation and adaptation initiatives to contribute to local development, in particular energy access and the creation of new economic opportunities in the rural and urban areas.
- Improved policies and institutional structures in the national and sub-national level to leverage and facilitate green investment.
- Increased public and private green investments in the national and sub-national levels.

Outcome 2: Capacities are strengthened to mainstream environment and energy concerns into UN Development Assistance Frameworks (UNDAFs), UNDP Country Programmes, country partner planning and programming processes, and relevant thematic areas (i.e. water, chemicals).

Outcome indicators:

- Integrated and thematic environment and energy mainstreaming tools and methodologies developed and finalised.
- Progress made in mainstreaming environment and energy in UNDAFs, UNDP Country Programmes, and through UNEP-UNDP PEI programme and relevant thematic areas (i.e. water, chemicals).

Applicable Key Result Areas:

1. Catalysing environmental finance: creating conditions that allow markets to provide effective solutions for sustainable development; and
2. Mainstreaming environment and energy: widening policy, institutional, and fiscal options to reduce poverty and achieve the MDGs.

Partnership Strategy: UNDP will rely on various partners to achieve the outcomes listed in the present project document. This will include UN entities for their respective expertise and networks, sub-national authorities for their expertise, networks and financial resources and the private sector for its expertise and financial resources

Project Title and ID (Atlas Award ID): Down to Earth: Territorial Approach to Climate Change

Intended Outcomes	Indicator/s	Baseline	Target	Sources of Verification	Inputs
1. Partnerships established and operational with UN and specialised agencies, national and sub-national governments, centres of excellence and regional technical institutions, and/or the private sector.	Project team and project supervisory board established.		Project activities and oversight operational.	Annual Report.	Project document. Staff, management and technical experts.
	Communication strategy in place.	Little or no information about TACC available.	TACC information and communications reaches potential partners (UN system, regional governments and institutions, private sector, etc.)	Annual report. TACC website. Correspondence.	Communications and IT experts. Interested potential partners.
	Partnership agreement with other UN agencies	Basic inter-agency partnership on climate change.	Partnership specifically geared towards climate change at territorial level with other UN agencies.	Annual report. Signed agreements or letters of understanding.	Interested UN agencies. Development of agreement and work programme templates, including roles and responsibilities.
	Partnership agreements with centres of excellence and regional technical institutions.	Preliminary discussions with some centres and institutions about TACC.	Partnerships that will support development of ITCPs.	Annual report. Signed agreements or letters of understanding.	Committed centres of excellence and regional technical institutions. Development of agreement and work programme templates, including roles and responsibilities.
	Agreements between sub-national governments and UNDP	No such existing climate agreements.	Partnerships that will support development of ITCPs and sharing of best practices.	Annual report. Signed agreements or letters of understanding.	Interested sub-national entities. Coordination between project team and RSCs and COs. Development of agreement and work programme templates, including roles and responsibilities.

Intended Outcomes	Indicator/s	Baseline	Target	Sources of Verification	Inputs
	Agreements between private sector and UNDP.	No such existing climate change agreements.	Private sector experience and resources for developing and funding low carbon and climate resilient investments at the sub-national level.	Annual report. Signed agreements or letters of understanding.	Interested private sector entities. Coordination between project team and RSCs and COs. Development of agreement and work programme templates, including roles and responsibilities.
2. Methodologies and tools for long term climate change participatory planning are developed and made available, and best practices shared with regions and cities	Bilan Carbone methodology adapted and other GHG emission assessment methodologies evaluated.	Original version of Bilan Carbone software and manual.	Revised Bilan Carbone software and manuals and other methodologies available.	Annual Report.	Technical experts providing assistance in designing, developing GHG emission assessment methodologies.
	Present and future vulnerability assessment methodologies developed.	Toolkit not available.	Toolkit on vulnerability assessment, remote sensing, GIS and access to numeric geo-referenced data.	Annual Report. Toolkit.	Technical experts providing assistance in designing, developing vulnerability assessment methodologies.
	Guidance on ITCPs and climate change policy and investment developed.	Guidance on ITCPs not available.	Two handbooks are produced and provide guidance.	Annual Report. “Developing an Integrated Territorial Climate Change Plan: A Partnership Policy Framework” and “Climate Change Policy and Investment.”	Technical experts on climate change policy, planning, and financial instruments.
	RTAs, relevant CO and HQ staff have capacity to provide technical support on TACC.	Limited training and orientation on TACC methodologies.	Trained RTAs, some COs and HQ core staff on TACC methodologies and tools.	Annual Report. Workshop report, including list of participants.	Technical experts on climate change policy, planning, and financial instruments. Training facilitators.

Intended Outcomes	Indicator/s	Baseline	Target	Sources of Verification	Inputs
3. Regions are aware of climate change challenges and opportunities and of available technical and financial solutions	Climate change awareness of sub-national authorities and local stakeholders at various levels raised.	Basic or minimal awareness.	Sub-national authorities and local stakeholders are conversant in climate change issues and available solutions.	Annual Report. Workshop report, including list of participants.	Technical experts. Training facilitators.
	Best practices, methods and lessons learned shared with regions.	Best practices, methods and lessons learned are currently not systematically shared with regions.	“Compendium on climate change practices” and “Compendium on innovative regional financing practices” available to stakeholders. Website presenting best practices, methods, lessons learned.	Annual Report. Compendia. TACC website.	Compilation of best practices, methods and lessons learned by technical experts.
4. Technical support is provided to 20 regions in developing countries for the preparation of their regional climate change plans, including identification of priority mitigation and adaptation measures	Technical capacities of selected sub-national authorities and other local stakeholders are built.	Basic or minimal capacity.	Trained sub-national and local stakeholders in climate change impact and GHG emissions assessment.	Annual Report. Workshop report.	Technical experts. Training facilitators. Vulnerability and mitigation assessment tools such as GIS software, remote-sensing, numeric geo-referenced data, etc.
	Climate change impact assessment and identification of priority adaptation and mitigation measures.	Limited climate change planning at sub-national level.	10 regions per year initiate preparation of ITCPs over 2 years.	Annual Report. ITCP progress reports.	Technical experts. RSCs, COs.
5. Technical support is provided to 20 regions to identify possible policy and financing instruments to implement priority climate change measures	Capacities of regions are strengthened in assessing financial needs and accessing financial options.	Regions have basic or no capacity.	20 regions able to assess needs to access additional financing during project implementation.	Annual Report. Project Document.	Technical experts and training to assist sub-national authorities in assessing needs. Development of accessing additional financing mechanisms.

Intended Outcomes	Indicator/s	Baseline	Target	Sources of Verification	Inputs
	Collaborative partnerships and exchanges between regions to support climate change planning and investment.	Minimal partnerships/exchanges between regions on climate change matters.	20 regions are involved in climate change partnerships and exchanges.	Annual Report. TACC website.	Partnership information, links, and examples.

VII. TOTAL BUDGET

	Responsible Party	Atlas Budget Description	Year 1	Year 2	Total
Outcome 1. Partnerships established and operational with UN and specialised agencies, national and sub-national governments, centres of excellence and regional technical institutions, and/or the private sector.	UNDP – BDP/EEG	Staff, Project Director & Programme Associate	173,343	173,343	346,686
		Contractual Services	25,000	10,000	35,000
		Travel	60,000	60,000	120,000
		Logistics	30,000	30,000	60,000
	UNDP - PB	Salary Costs, IP Staff	160,000	160,000	320,000
		Consultants	40,000	40,000	80,000
		Travel	48,000	48,000	96,000
		Rental, IT, communications, printing, translation	20,000	20,000	40,000
Sub-total Outcome 1:			556,343	541,343	1,097,686
Outcome 2. Methodologies and tools for long term climate change participatory planning are developed and made available, and best practices shared with regions and cities.	UNOPS	Audio-visual and print	20,000	10,000	30,000
		International Consultants	100,000	100,000	200,000
		Execution Fee (8%)	9,600	8,800	18,400
Sub-total Outcome 2:			129,600	118,800	248,400
Outcome 3. Regions are aware of climate change challenges and opportunities and of available technical and financial solutions.	UNOPS	International Consultants	44,263	44,263	88,526
		Execution Fee (8%)	3,541	3,541	7,082
Sub-total Outcome 3:			47,804	47,804	95,608
Outcome 4. Technical support is provided to up to 20 regions in developing countries for the preparation of their regional climate change plans, including identification of priority mitigation and adaptation measures.	UNOPS	Staff, Economist	207,861	207,861	415,722
		Staff, Sen. Coordinator	229,865	229,865	459,730
		Travel	50,000	50,000	100,000
		Logistics	5,676	5,676	11,352
		Execution Fee (8%)	39,472	39,472	78,944

Sub-total Outcome 4:			532,874	532,874	1,065,748
Outcome 5. Technical support is provided to up to 20 regions to identify possible policy and financing instruments to implement priority climate change measures.	UNDP – BDP/EEG	Staff, Project Director & Programme Associate	173,343	173,343	346,686
		Travel	60,000	60,000	120,000
		Project Mgmt Support Costs	12,834	12,334	25,168
		Tech and Policy Support Costs	58,968	57,718	121,686
	UNDP - PB	Salary Costs, IP Staff	130,000	130,000	260,000
		Travel	20,000	20,000	40,000
		Rental, communications, IT	7,000	7,000	14,000
Sub-total Outcome 5:			462,145	460,395	922,540
Outcomes 1, 2, 3, 4, 5:			1,728,766	1,701,216	3,429,982
7% GMS			71,294	70,122	141,416
GRAND TOTAL:			1,800,060	1,771,338	3,571,398

VIII. MONITORING FRAMEWORK AND EVALUATION

Down to Earth TACC project

Annual/Regular Review

The global support functions will be reviewed regularly and annually by the Project Supervisory Board.

Evaluation

The **TACC project** will establish an Evaluation Plan, which ensures that all activities supported are properly evaluated. This will include a midterm and a final evaluation by an external consultant, which will assess the relevance and effectiveness of the intervention, and measure the development impact of the results achieved on the basis of the initial analysis and indicators described at the time of project formulation.

Reporting

EEG will provide a bi-annual substantive progress report, to be consolidated by the Project Director for submission to the Project Supervisory Board.

Decisions by the Project Supervisory Board will be shared with all stakeholders in order to ensure the full coordination and coherence of **TACC project** efforts. The **TACC project** will develop a dedicated website to ensure appropriate transparency and accountability. In line with the UN's commitment towards public disclosure of its operational activities, summaries of project information and periodic progress reports will be posted on the website.

EEG shall provide the Donor/s and the Project Supervisory Board with the following statement and reports, prepared in accordance with the accounting and reporting procedures applicable to it:

- (a) Bi-annual consolidated narrative progress reports, based on consolidated narrative progress reports received from various project units, to be provided no later than three months upon project commencement;
- (b) Bi-annual consolidated financial reports, based on financial reports received from the various project units, with respect to the funds disbursed to them, to be provided no later than three months upon project commencement.
- (c) Final consolidated narrative report, based on final consolidated narrative reports received from various project units, after the completion of the activities in the approved Initiative Documents, to be provided no later than seven months of the year following the financial closing of the Initiative. The final consolidated narrative report will contain a summary of the results and achievements compared to the goals and objectives of the initiative.
- (d) Final consolidated financial report, based on certified final financial statements received from various project units, after the completion of the activities in the approved Territorial Approach Initiative and including the final year of the activities in the

approved Project Document, to be provided no later seven months (31 July) of the year following the financial closing of the Initiative.

IX. LEGAL CONTEXT

Cooperation within the UN System

Interested funds and programmes of the UN System (UNDP, UNEP, UNCDF, UNITAR and UN-HABITAT) are preparing for signature, an agreement on the **Territorial Approach Initiative** as a part of their respective development cooperation. In negotiating such partnership agreements, the **Down to Earth TACC project** will draw on the knowledge and experience of the Division for UN Affairs (DUNA) and the Division of Resources Mobilization (DRM) of PB.

The partnership agreement will cover the following areas:

- References to system-wide coherence and various general MOU's UNDP and the other funds and programmes have signed
- Rationale and objective for joining forces
- How UN funds and programmes will advise the Project Supervisory Board
- Coordinated contact with donors
- Contributions of each UN fund and programme to achieving the outcomes of the project

UNDP will undertake all reasonable efforts to ensure that none of the funds received are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by Participating UN Organizations 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this programme document.

The UNDP Director of Environment and Energy is authorized to effect in writing the following types of revision to the Project Document, provided that she has verified the agreement of the project focal point in the UNDP Environment and Energy Group and is assured that the other signatories to the Project Document have no objection to the proposed changes:

- Revision of, or addition to, any of the annexes to the Project Document;
- Revisions which do not involved significant changes in the immediate objectives, outcomes or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
- Inclusion of additional annexes and attachments only as set out here in this Project Document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a. Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

- b. Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

Special Clauses. In case of government cost-sharing through the project which is not within the Country Programme Action Plan, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.
9. In accordance with the decisions and directives of UNDP's Executive Board, the contribution shall be charged 7% cost recovery for the provision of general management support (GMS) by UNDP BDP and PB.
10. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
11. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

X. ANNEXES

Annex 1: Preliminary Work Plan and Initiation Plan

Year 1	Year 2	Year 3	Year 4	Year 5...
Recruitment, missions and consultations				
Development of national projects through the preparation of the Integrated Territorial Climate Plan in the first group of 10 countries/Group 1 ⁸				
Phase 1: Awareness-raising and training (UNEP – separate prodoc; UNDP contribution – Outcomes 2&3)	Phase 2: Analysis, assessment and action plan (Outcomes 1 – 4)	Phase 3: From action plan to project implementation (UNDP contribution – Outcome 5 end of Year 2)	Implementation of follow-up capacity development activities and follow-up projects (carbon finance, etc) for Group 1...	
Development of national projects through the preparation of the Integrated Territorial Climate Plan in the second group of 10 countries/Group 2 ⁹				
Phase 1: Awareness-raising and training		Phase 2: Analysis, assessment and action plan	Phase 3: From action plan to project implementation	Implementation of follow-up capacity development activities and follow-up projects (carbon finance, etc) for Group 2...
Development of national projects through the preparation of the Integrated Territorial Climate Plan in the third group of 10 countries/Group 3 ¹⁰				
Phase 1: Awareness-raising and training		Phase 2: Analysis, assessment and action plan	Phase 3: From action plan to project implementation	Implementation of follow-up capacity development activities and follow-up projects (carbon finance, etc) for Group 3...

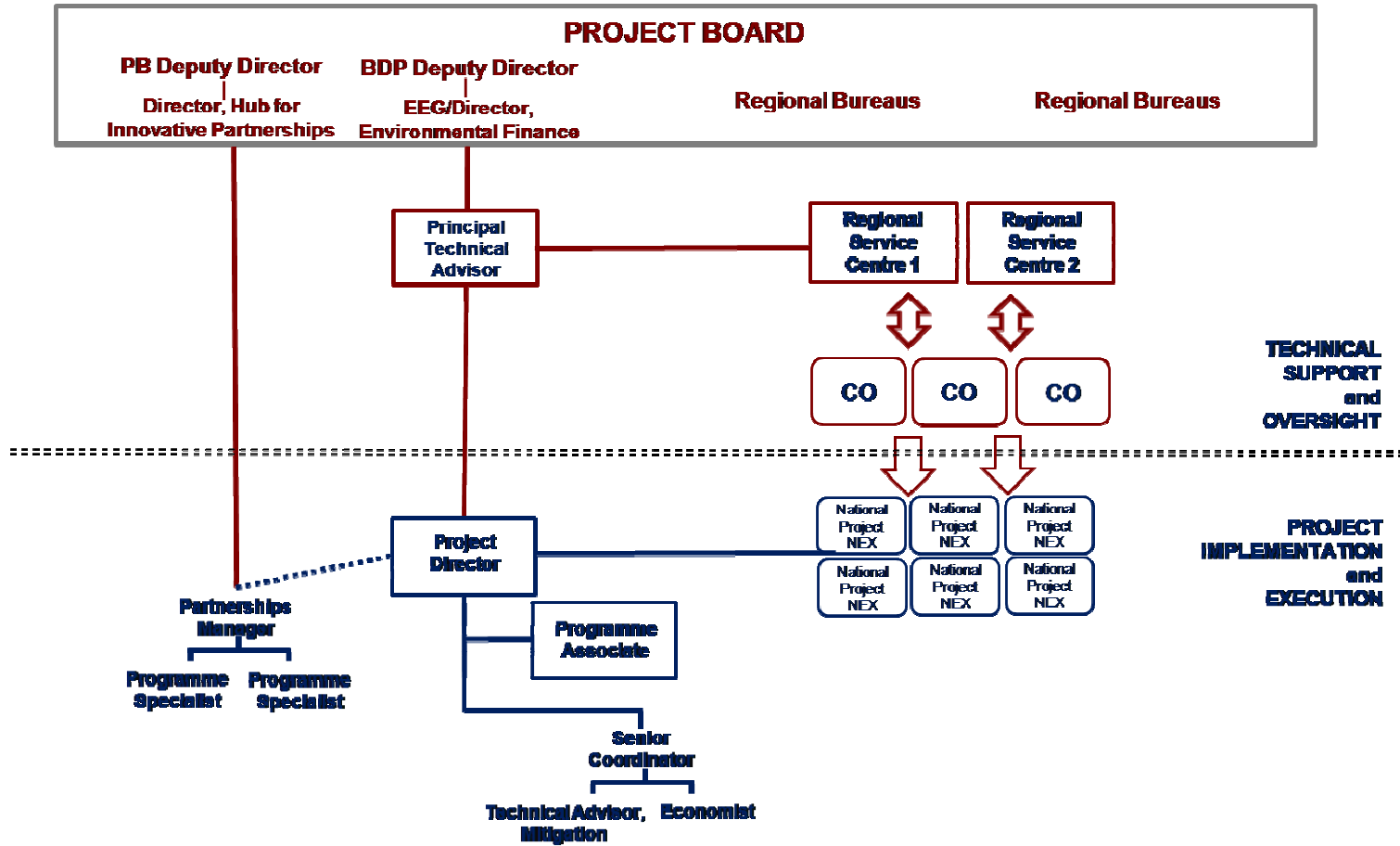
⁸ Group 1: Uruguay, Albania, Senegal, Macedonia, Uganda, Algeria, Morocco, Egypt, Indonesia and one other country to be identified with a preference regional distribution.

⁹ Group 2: Peru, Colombia, Ethiopia, South Africa, Malawi, Burkina Faso and four other countries to be identified with a preference regional distribution.

¹⁰ Group 3: Countries to be determined.

Annex 2: Organizational chart

Territorial Initiative – Organisational Chart



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Annex 3: Risk Log

#	Risk Type	Impact and Probability/Comparative Advantage	Proposed Countermeasures
1	Financial Risk	Medium-High. The project will not be rolled-out in 20 regions.	<ul style="list-style-type: none"> Assurance of funding for years 1 and 2. Continuation of project in year 3 is dependent on success of fundraising in years 1 and 2.
2	Process Risk	Medium. Extensive experience in global environmental project management, particularly for those who are in country offices and regional service centres. Requires commitment of country offices.	<ul style="list-style-type: none"> Building on existing risk management systems (ATLAS project risk monitoring module, peer review, etc); Leveraging due diligence best practices through partnerships with specialized institutions. Building on existing methodologies, assessments and best practices. Basis of demand and capacities from country offices and regional service centres.
3	Project Risk	Medium. Familiarity with and ownership of the project.	<ul style="list-style-type: none"> Leveraging due diligence and substantive/technical assessment of pilot countries and prospective partners.
4	Country Risk	Medium. Existing network within the country, including political institutions.	<ul style="list-style-type: none"> Country presence and familiarity with former and existing projects and initiatives.
5	Operational Risk	Medium-High. This global project must be integrated in UNDP's Programming Frameworks.	<ul style="list-style-type: none"> The project concept has been reviewed and supported from HQ and Bureaux levels. This project document makes linkages to key results of programming frameworks.

Annex 4: Terms of Reference for Territorial Approach to Climate Change Staff



UNITED NATIONS DEVELOPMENT PROGRAMME Project Director – draft job description

I. Position Information	
Job Code Title:	Project Director
Position Number:	
Department:	
Reports to:	EEG Principal Technical Advisor; overall strategic guidance to the Programme will be provided by the Project Supervisory Board
Reports:	
Position Status: (Rotational/non-Rotational)	
Current Grade:	
Approved Grade:	
Position Classified by:	
Classification Approved by:	
Pre-classified grade:	ICS 12

II. Organizational Context
<p>The Down to Earth: Territorial Approach to Climate Change is a Project that assists sub-national authorities (regions and cities) in developing countries by building their capacity to design and implement their climate change strategies and investment plans.</p> <p>The project will be directly executed by UNDP’s Bureau for Development Policy, however, other bureaus, the Regional Service Centres and the country offices will contribute to the achievement of the outcomes and key activity results of the project based on their respective mandates. Policies, programming and knowledge management will be implemented by UNDP BDP EEG New York. The UNDP PB Hub for Innovative Partnerships will implement resource mobilization and partnership building. The Regional Energy and Environment teams of the Regional Bureaus and the Regional Service Centres will ensure coordination with regional strategic initiatives. The Country Offices will ensure coordination with national strategic initiatives and provide technical assistance and oversight to individual national projects.</p> <p>A project team will coordinate and manage the overall implementation of the national projects generated by the Down to Earth: Territorial Approach to Climate Change project. It will also foster knowledge transfer between and amongst developed and developing countries and</p>

regions, UN agencies, academia, international institutions and the private sector. The Project Director will head the project team.

The Project Director, will oversee and coordinate the implementation of the different national Projects. It will entail close collaboration with UNDP country offices (COs), regional service centres (RSCs), headquarters and staff who will collectively provide oversight and/or guidance to the global Project as specified in the project document and organizational chart in Annex 2 of the project document. Based on overall strategic guidance provided by the Project Supervisory Board, the Project Director leads national project management and monitors national and global Project effectiveness and delivery. He/she advises the UNDP Principal Technical Advisor on course correction and creative responses to emerging complex challenges.

The Project Director is responsible for projects supervision and providing guidance to UNDP project staff and ensuring cooperation and coordination. Based on strategic guidance provided by the Project Supervisory Board and under the direct supervision of the BDP/EEG Principal Technical Advisor, he/she advocates for UNDP and liaises with other UN Agencies, UNDP HQs staff and Government officials, technical advisors and experts, sub-national governments and their associations and civil society.

The Project Director will be managed by UNDP but will remain accountable to the Programme Supervisory Board for the delivery of overall Project outcomes.

III. Functions / Key Results Expected

1. Based on overall strategic guidance provided by the Project Supervisory Board and under the direct supervision of the UNDP EEG Principal Technical Advisor, working closely with the Regional Technical Advisors and UNDP COs the Project Director is responsible for Project implementation with the following expected activities:
 - a. Support the preparation and design of the national project documents
 - b. Support strategic thinking on the formulation and implementation of project activities
 - c. Support strategic thinking and development of technical long term policy and planning tools, including the analysis of the long term implications of alternative climate change scenarios
 - d. Provide substantive support to the national teams during the formulation and implementation of regional activities associated with long term policy and planning processes
 - e. Provide substantive bi-annual reporting on progress and results of the overall Project and oversight infrastructure to the Programme Supervisory Board
 - f. Consolidate individual bi-annual progress reports from other partner agencies, for presentation and consideration of the Programme Supervisory Board
 - g. Lead the project team to ensure that the global Project/regional activities are adequately supported and outcomes are delivered in a timely fashion, on budget and to appropriate quality standards
 - h. Advise the Project Supervisory Board on Project development and delivery, identify approaches and modalities to achieve development targets

<p>2. The Project Director is responsible for the day-to-day management of the UNDP Down to Earth: Territorial Approach to Climate Change:</p> <ul style="list-style-type: none"> a. Project management: the Project Director ensures effective application of RBM tools, monitors work plans, Programme effectiveness and achievement of results, maintains regular contact with Project and Programme counterparts b. Financial management: the Project Director has senior manager rights in Atlas and ensures the integrity of financial systems, review of budget requirements and the consistent application of rules and regulations; c. Human Resources management: the Project Director is responsible for the performance and supervision of the Project team to motivate and promote organizational excellence d. Reporting: Serve as rapporteur of the Programme Supervisory Board composed of UNEP and UNDP and other UN Agencies e. Team work: Promotes team work f. Routinely monitors financial exception reports for unusual activities, transactions, and investigates anomalies or unusual transactions. Informs supervisors and other UNDP staff at Headquarters of the results of the investigation when satisfactory answers are not obtained
<p>3. Based on overall strategic guidance provided by the Project Supervisory Board and under the direct supervision of the UNDP EEG EF Director, the Project Director supports partnership building and advocacy for UNDP:</p> <ul style="list-style-type: none"> a. In close coordination with the RSCs and UNDP COs, regularly liaises with regional government counterparts to ensure flow of information and adequate programme implementation b. In close coordination with the RSCs and UNDP COs, may accompany the Director of the Hub for Innovative Partnerships to meet with government counterparts, donor community, international financial institutions, regional governments and their associations and the UN c. Represents UNDP in international fora as requested by the two directors
<p>4. The Project Director ensures knowledge building and management focusing on achievement of the following results:</p> <ul style="list-style-type: none"> a. In close coordination with the RSCs and UNDP COs, advocates for UNDP with national and regional government counterparts and ensures access to best available expertise b. Promotes identification and synthesis of best practices and lessons learned from the national Projects for organizational sharing and learning c. Supports capacity-building of national and sub-national counterparts d. Promotes a knowledge sharing and learning culture in the Project team

<p>IV. Impact of Results</p>
<p>The results of the work of the Project Director impacts on the standing and reputation of UNDP in the country where the Project is implemented. In close collaboration with the RSCs and UNDP COs, the Project Director is responsible for daily contact with regional government counterparts</p>

and monitoring of the UNDP Project and for recommendations to the UNDP EEG Principal Technical Advisor and the Project Supervisory Board on necessary course correction in response to changes in the country context and new programme and resource mobilization opportunities. When requested by the Project Supervisory Board or the UNDP EEG Principal Technical Advisor the Project Director represents UNDP in international and national fora, liaises with external clients and a broad range of constituencies and UNDP counterparts in the government, local and international media, civil society and counterparts from other international organizations.

V. Competencies and Critical Success Factors

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism

Functional Competencies:

Knowledge Management and Learning

- Promotes knowledge management in UNDP and a learning environment in the office through leadership and personal example
- In-depth practical knowledge of inter-disciplinary development issues
- Actively works towards continuing personal learning and development in one or more Practice Areas (preferably in Environment and Energy), acts on learning plan and applies newly acquired skills
- Seeks and applies knowledge, information, and best practices from within and outside of UNDP

Development and Operational Effectiveness

- Ability to lead strategic planning, change processes, results-based management and reporting
- Ability to lead formulation, oversight of implementation, monitoring and evaluation of development projects
- Ability to apply development theory to the specific country context to identify creative, practical approaches to overcome challenging situations

Management and Leadership

- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates openness to change and ability to manage complexities
- Ability to lead effectively, mentoring as well as conflict resolution skills
- Demonstrates strong oral and written communication skills
- Remains calm, in control and good humored even under pressure
- Proven networking, team-building, organizational and communication skills

UNDP Certification programmes Prince2, RMG

VI. Recruitment Qualifications	
Education:	Master's degree in international development, public administration, business administration, public policy or other relevant social sciences.
Experience:	<ul style="list-style-type: none"> • 15 years of relevant experience and knowledge as follows: • Strong knowledge of climate change mitigation and adaptation issues pertaining to sustainable development and familiarity with the climate change negotiation process • Experience working in international development in a governmental, multilateral or civil society organization in a multi-cultural setting, experience with sub-national governments is an asset • 5 or more years of senior-level management responsibilities of similar size and complexity. • 3 or more years of planning and local development experience • Familiarity with sub-national governance processes and political actors
Language requirements:	Strong written and spoken skill in English. Another UN official language is an asset

VII. Signatures- Job Description Certification		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name	Signature	Date
Chief Division/Section		
Name	Signature	Date



UNITED NATIONS DEVELOPMENT PROGRAMME
Programme Associate - GENERIC JOB DESCRIPTION

I. Post Information

Post Title: Programme Associate -Territorial Approach
Post Number: 000
Organizational Unit: BDP/EEG
Supervisor/ Grade: PTA - Climate Resilient Low Emission Development Strategies/P6
Post Status: Non-Rotational
Source of Funding:

Current Grade:
Proposed Grade: G7
Approved Grade:
Post Classified by:
Classification Approved by:

II. ORGANIZATIONAL CONTEXT

Under the overall guidance and direct supervision of the Project Director, Down to Earth: Territorial Approach to Climate Change (TACC) Programme, the Programme Associate manages all the administrative operations and directly supports all the technical, strategic and leadership functions of the TACC project team, including strategic planning, personnel and recruitment, budget planning, management and administration. The Programme Associate promotes a client-oriented approach consistent with UNDP rules and regulations.

The Programme Associate works in close collaboration with the operations, programme and project teams in the Regional Service Centres, UNDP HQs and the Hub for Innovative Partnerships staff for resolving complex programme-related issues and information delivery. The Programme Associate takes the lead in resolving TACC project-related issues.

III. FUNCTIONS / KEY RESULTS EXPECTED

Summary of Key Functions:

- Administrative and financial management of the global project and adaptation of processes and procedures;
- Support to strategic planning and oversight of the programme, including data mining and analysis;
- Administrative/financial support to the TACC project;
- Facilitation of knowledge building and knowledge sharing

1. Administration and oversight of the TACC project and adaptation of processes and procedures:

- Oversees TACC project's activities from development to implementation.
- Advises the TACC project team regarding cost-effective execution arrangements, drafts

<p>budgets, drafts/edits programme documentation.</p> <ul style="list-style-type: none"> ❑ Manages information flow between RSCs and HQ, and other partners in an anticipatory manner. ❑ Advises consultants, executing agency, NGOs on procedural issues (mentoring) ❑ Responsible for financial and administrative management of the DEX components, including preparation of key support documents (justification of waivers, submissions and clearances to CAP/ACP, etc). ❑ Enters global project budgets and budget revisions in Atlas; advises executing agency in relation to redeployment of funds and project closure and prepares quarterly project delivery and operational reports. ❑ Maintains close contact with executing agency and RSCs, recommending courses of action as appropriate and alerting the Project Director of technical issues that require attention/resolution. ❑ Briefs project consultants regarding any programme and UNDP requirements.
<p>2. Support to strategic planning and oversight of the programme, including data mining and analysis:</p> <ul style="list-style-type: none"> ❑ Monitors programme delivery, submission of progress reports and budget revisions through ATLAS; identifies reasons for shortfall in delivery and recommends ways to correct the situation; initiates strategic management actions and prompts corrective steps; generates and analyses programme business intelligence. ❑ Provides strategic support to all aspects of the global project through anticipatory action, proactive monitoring, data mining, produces analyses of programme business intelligence and creation of tools to facilitate agile business processes, i.e. overall workflow, thereby aligning targets. ❑ Follow up on performance indicators/success criteria, targets and milestones, preparation of reports. ❑ Analysis of the situation in the programme, identification of operational and financial problems, development of solutions. ❑ Preparation and conduct of audit of DEX projects, implementation of audit recommendations.
<p>3. Provides administrative/financial support to the TACC Project:</p> <ul style="list-style-type: none"> ❑ Administrative/financial management of the global project budget; ❑ Contributes to planning and finalization of the annual global project budget including travel, consultants, etc; identifies activities to be charged in ATLAS; ensures budget clearances prior to payments; generates management reports. ❑ Supports programme recruitment processes by drafting/organizing external media advertising, identify consultants to prepare candidate shortlist and preparation of corresponding TORs/scoring tools, organization of interview panels, and finalization of interview report for submission to the Appointment Board. ❑ Supports the recruitment of consultants and technical reviewers, drafts TORs, ensures budget availability/recording, initiates requests for contract, verifies requests for payments, and ensures preparation of various consultant evaluations. ❑ Coordinates all aspects of consultants, project team missions including formulating quarterly mission travel plans, obtaining management approval, verifying travel budget, entering travel request in ATLAS and obtaining certification and approval, submitting completed travel settlement forms and maintaining files. ❑ Serves as programme communications liaison with RCU, PB, executing agency, and other partners, ensuring timely and accurate attention to technical comments and

<p>deadlines.</p> <ul style="list-style-type: none"> ❑ Proper control of the supporting documents for payments, review of financial reports. ❑ Maintenance of the internal expenditures control system which ensures that vouchers processed are matched and completed, transactions are correctly recorded and posted in Atlas. ❑ Timely corrective actions on unposted vouchers, including the vouchers with budget check errors, match exceptions, unapproved vouchers.
<p>4. Ensures facilitation of knowledge building and knowledge sharing:</p> <ul style="list-style-type: none"> ❑ Maintains the programme website; creation and administration of mail group ❑ Organizes training programmes and workshops for the project team and RSCs as required, oversees logistics, documentation, preparation/review of budget and authorization of expenses; ❑ Coordinates focal area knowledge management activities. Manages dissemination of information through PowerPoint presentations or similar means, resulting in public awareness of the work and achievements of the TACC programme through websites and the media, project networks. Acts as facilitator/administrator and undertakes research and data mining for the Project Director. ❑ Organization of trainings for the operations/ projects staff on programme. ❑ Synthesis of lessons learnt and best practices in programme. ❑ Sound contributions to knowledge networks and communities of practice.

IV. Impact of Results
<p>The key results have an impact on the overall TACC project efficiency in the implementation of programme strategies. Accurate analysis and presentation of information enhances UNDP position as a strong development partner. The information provided facilitates decision making of the management.</p>

V. COMPETENCIES AND CRITICAL SUCCESS FACTORS
<p>Corporate Competencies:</p> <ul style="list-style-type: none"> ❑ Demonstrates commitment to UNDP’s mission, vision and values. ❑ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability <p>Functional Competencies:</p> <p>Knowledge Management and Learning</p> <ul style="list-style-type: none"> ❑ Shares knowledge and experience ❑ Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills ❑ Participation in relevant programme network <p>Development and Operational Effectiveness</p> <ul style="list-style-type: none"> ❑ Ability to perform a variety of specialized tasks related to results management, including support to design, planning and implementation of programme, managing data, reporting. ❑ Ability to provide input to business processes re-engineering, implementation of new system, including new IT based systems ❑ Good knowledge of Results Management Guide and Toolkit <p>Leadership and Self-Management</p> <ul style="list-style-type: none"> ❑ Focuses on result for the client and responds positively to feedback

- Consistently approaches work with energy and a positive, constructive attitude
 - Remains calm, in control and good humored even under pressure
- Demonstrates openness to change and ability to manage complexities

VI. RECRUITMENT QUALIFICATIONS	
Education:	<ul style="list-style-type: none"> <input type="checkbox"/> Secondary Education, preferably with specialized certification in Accounting, Finance, or Administration. University degree in Business, Social or Physical Sciences or Public Administration desirable.
Experience:	<ul style="list-style-type: none"> <input type="checkbox"/> 7 years of progressively responsible administrative or programme experience is required at the national or international level <input type="checkbox"/> Working experience within UNDP or other UN agency is an advantage. <input type="checkbox"/> Experience in developing knowledge management websites including proficiency in website development language and software packages, e.g., HTML, Dreamweaver, etc. <input type="checkbox"/> Experience in organizing international meetings and workshops <input type="checkbox"/> Experience in the usage of computers and office software packages (MS Word, Excel, etc) and advance knowledge of spreadsheet and database packages <input type="checkbox"/> Experience in handling of web based management systems, such as ATLAS, etc. <input type="checkbox"/> Successful completion of the UN clerical exam <input type="checkbox"/> Knowledge of climate change issues an asset
Language Requirements:	<ul style="list-style-type: none"> <input type="checkbox"/> Fluency in written and verbal English; working knowledge of another UN language, preferably in French and/or Spanish, is desirable.

VII. Signatures- Job Description Certification		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name	Signature	Date
PTA - Climate Resilient Low Emission Development Strategies, BDP/EEG		
Chief Division/Section		
Name	Signature	Date
Yannick Glemarec, UNDP/GEF Executive Coordinator & Director of Environmental Finance, BDP/EEG		



UNITED NATIONS DEVELOPMENT PROGRAMME
Senior Coordinator – draft job description

I. Position Information

Job Code Title:	Senior Coordinator
Position Number:	
Department:	
Reports to:	Project Director, Down to Earth: Territorial Approach to Climate Change
Position Status: (Rotational/non-Rotational)	
Current Grade:	
Approved Grade:	
Position Classified by:	
Classification Approved by:	
Pre-classified grade:	ICS 12

II. ORGANIZATIONAL CONTEXT

The Down to Earth: Territorial Approach to Climate Change is a Project that assists sub-national authorities (regions and cities) in developing countries by building their capacity to design and implement their climate change strategies and investment plans.

The project will be directly executed by UNDP’s Bureau for Development Policy, however, other bureaus, the Regional Service Centres and the country offices will contribute to the achievement of the outcomes and key activity results of the project based on their respective mandates. Policies, programming and knowledge management will be implemented by UNDP BDP EEG New York. The UNDP PB Hub for Innovative Partnerships will implement resource mobilization and partnership building. The Regional Energy and Environment teams of the Regional Bureaus and the Regional Service Centres will ensure coordination with regional strategic initiatives. The Country Offices will ensure coordination with national strategic initiatives and will provide technical assistance and oversight to individual national projects.

A project team will coordinate and manage the overall implementation of the national projects generated by the Down to Earth: Territorial Approach to Climate Change. It will also foster knowledge transfer between and amongst developed and developing countries and regions, UN agencies, academia, international institutions and the private sector. The project team will be headed by the Project Director and will consist of the Senior Coordinator, Economist and Programme Associate.

The Senior Coordinator is expected to assess needs and opportunities for the use of satellite and GIS applications in support of activities carried out by the organization for the achievement of the outcomes and key activity results of the project, in relation to climate change adaptation and carbon emission reduction and to strengthen the organization's technical assistance capacity.

III. FUNCTIONS / KEY RESULTS EXPECTED

1. Under the direct supervision of the Project Director, the Senior Coordinator will conduct the following tasks:

- a. Assist, and lead where requested, in the institutional, scientific, operational and management related aspects, including communication strategy and implementation

2. Assist in project implementation, namely:

- a. Provide technical input in support of the project formulation exercises related to the Territorial Approach to Climate Change
- b. Provide high level strategic assistance, inter alia, using Satellite Applications, to the network of UNDP Regional Offices in charge of assisting country office in the formulation, oversight and evaluation of projects requested by member states, focusing on the achievement of project outcomes and key activity results
- c. Provide substantive assistance to CO teams and project beneficiaries to make satellite imagery available, and develop models at various scenarios to support physical and economic climate change impact assessment in a given territory

3. Methodologies and capacity development:

- a. Develop tools and guidelines on the use of satellite applications in support of MDG achievements at local level and organize in-house awareness and training using the developed climate change vulnerability tools.

The climate change vulnerability approach developed consists of 3D visual models expressing the incidence of current climatic conditions on the functioning and sustainability of local ecological environment (land, water, ecosystems, forest and protected areas, etc...), economy (agriculture, fisheries, industries, rural and urban service infrastructures, etc.) and society (living and working conditions, health, education, social and cultural services, etc...). By further integrating 2 extreme IPCC climate change scenarios (most optimistic and most pessimistic) in the climatic vulnerability modeling systems, future climate risks and hotspots induced by global warming will be evidenced in each regional territory and easily qualified and quantified. Different adaptive as well as mitigation options can be visualized and corresponding projects evaluated.

- b. Develop and conduct training and skills development programmes to enhance the capacity of national teams and Regional and Local Government to assess the physical and economic impact of climate change by accompanying regional authorities and technical staff, through on-line and on-site technical assistance, procurement of information, processing and technologies and learning and knowledge sharing management services

4. Networking with Space agencies and satellite operators

- a. Assist UNDP in the development of partnerships with space agencies and satellite operators, as well as with research centres and centres of excellence
- b. Facilitate the participation of UNDP in UN and non-UN strategic fora related to Satellite

- Applications, such a UN Geographic Information Working Group, UN Emergency Telecommunication Working Group, Scientific Committee of the Peaceful Use of Space (COPUOS) and Global Earth Observation System of Systems (GEO), etc.
5. Knowledge building and management focusing on achievement of the following results:
 - a. Promotes identification and synthesis of best practices and lessons learned from the national Projects for organizational sharing and learning
 - b. Promotes a knowledge sharing and learning culture in the Project team

IV. IMPACT OF RESULTS

The results of the work of the Senior Coordinator impacts on the standing and reputation of UNDP in the country where the Project is implemented. Under the direct supervision of the Project Director, the Senior Coordinator is responsible for the quality of the project implementation in terms of climate change vulnerability approach and for recommendations to the Project Director on necessary course correction in response to changes in the country context, scientific and technological knowledge and information.

V. COMPETENCIES AND CRITICAL SUCCESS FACTORS

Corporate Competencies:

- ❑ Demonstrates integrity by modeling the UN's values and ethical standards
- ❑ Promotes the vision, mission, and strategic goals of UNDP
- ❑ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- ❑ Treats all people fairly without favoritism

Functional Competencies:

Knowledge Management and Learning

- ❑ Promotes knowledge management in UNDP and a learning environment in the office through leadership and personal example
- ❑ In-depth practical knowledge of inter-disciplinary development issues
- ❑ Actively works towards continuing personal learning and development in one or more Practice Areas (preferably in Environment and Energy), acts on learning plan and applies newly acquired skills
- ❑ Seeks and applies knowledge, information, and best practices from within and outside of UNDP

Development and Operational Effectiveness

- ❑ Sound knowledge on Results Based Management (RBM) and Logical Framework (LogFrame).
- ❑ Proven capacity to organize and facilitate workshops and meetings and to establish and develop operational partnerships with public and private research, industrial and financial organizations;
- ❑ Ability to organize source and procure products and services, including negotiation and management of service contracts with private industry
- ❑ Ability to apply development theory to the specific country context to identify creative, practical approaches to overcome challenging situations
- ❑ Full literacy in satellite imagery processing and GIS for spatial and temporal analysis and modeling
- ❑ Full literacy in web-based virtual collaborative platforms, remotely accessible large database management systems, spatial and temporal modeling and simulation computing systems and advanced grid computing, including volunteer computing technologies;

Management and Leadership

- ❑ Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback
- ❑ Consistently approaches work with energy and a positive, constructive attitude
- ❑ Demonstrates openness to change and ability to manage complexities
- ❑ Ability to take initiative and to work independently, as well as part of a team;
- ❑ Demonstrates strong oral and written communication skills
- ❑ Remains calm, in control and good humored even under pressure
- ❑ Proven networking, team-building, organizational and communication skills
- ❑ Demonstrated ability to assess capacities, to analyze problems and solutions, and to plan and organize activities.

VI. Recruitment Qualifications	
Education:	An advanced degree (post graduate or Masters level) in environmental management, agro-ecology, sustainable water and soil management, territorial planning, development economics or social sciences including ethnology
Experience:	<ul style="list-style-type: none"> • A minimum of fifteen (15) years experience as a technical advisor (field and headquarters) and at senior programme management level • A minimum of ten (10) years experience in the use of satellite applications (Optical and Radar Earth Observation, Telecommunications and Navigation Satellite Systems) for environmental field, e.g. environmental monitoring, wildlife protection, climate change, urban and territorial planning, post crisis recovery, vulnerability reduction, etc. • Developing country experience • An excellent understanding of environment and local development issues in Latin America, Africa, Europe, Asia and Pacific, including in isolated and vulnerable regions • Experience with and knowledge of UN system desirable • Extensive experience in establishing and managing partnerships with private sector • Extensive knowledge of decentralized cooperation and extensive experience in working with local and regional authorities
Language requirements:	Fluency in English and knowledge of another UN language an asset

VII. Signatures- Job Description Certification		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name	Signature	Date
Chief Division/Section		
Name	Signature	Date

Economist (P-4)¹¹

- Oversee identification of existing, and development of new, applicable methodologies and decision-support tools that will be used in the preparation of climate change strategies and plans, and/or other related products.
- Identify and source technical expertise and support, including preparation of Terms of Reference, identification and evaluation of experts, review of methodologies and analysis to support regional activities on the economics of climate change.
- Propose value-added project activities following internal discussions and identification of best practices.
- Guide assessments of mitigation/adaptation costs/benefits conducted in the context of this project.
- Provide substantive guidance to and review of regional assessments.
- Review regional outcomes and organise quality control reviews, as required.

¹¹ Draft job description to follow once finalized.

Annex 5: Indicative Table of Contents of an Integrated Territorial Climate Plan

Introduction (objectives of the ITCP, process followed and methodologies adopted, etc.)

Part A: Climate Profile

1. Description of the regional context

- 1.1 General economic and demographic data on which analyses and scenarios will be built
- 1.2 Regional development issues and priorities
- 1.3 Identification of main local stakeholders
- 1.4 Past and on-going climate change and related risk management actions

2. Vulnerability Assessment

- 2.1 Assessment of existing climate and socio-economic vulnerabilities
- 2.2 Projection of possible climate changes at relevant spatial and temporal scales
- 2.3 Simulation of the physical and economic impacts in the most vulnerable sectors (agriculture, water, coastal zone management, health, tourism, etc.)
- 2.4 Assessment of impacts on most vulnerable groups

3. GHG emissions and energy needs

- 3.1 Assessment of existing GHG emissions by sector (transport, buildings, industry, waste, agriculture and forest) and sub-sector and energy demand/supply
- 3.2 Assessment of energy needs by 2020/2050 and expected GHG emissions by 2020/2050 under a business as usual scenario

Part B: Identification and selection of priority options

1. List of selection criteria adopted and key sectors identified for low carbon development and adaptation policies and measures
2. Description of main opportunities identified in each sector
3. Estimated costs and benefits (environmental, social and economic: GHG emission reductions, job creations, energy access, local pollution reductions) of the different options and comparison of these options
4. Assessment of adaptive capacity and feasibility of implementing the options.
5. Description of potential synergies and trade off identified between priority adaptation and mitigation measures

6. List of prioritized mitigation and adaptation options (no regrets/low regrets, negative costs, no cost, low cost, higher cost options; short term, middle term, long term, political and social acceptance, regulatory needs, capacity and financial requirements, irreversibility)

Part C: Integrated Climate Change Action Plan

1. Review of existing climate change policy/financial instruments and institutional implementation arrangements
2. Survey of public opinion, including business community (optional)
3. For each priority option, description of matching policy/financing instruments to attract and drive direct investment towards lower carbon/climate resilient activities
4. Detailed first portfolio of no-regret actions identified at early stages of the process and already under implementation by the time the IRCCAP is finalized.
5. List of projects adopted (public policies and investments) and integrated policy and investment action plan
6. Implementation and M&E Arrangements (governance, indicators, etc.)

Annexes:

Present and Future Vulnerability Maps

List of proposals from multi-stakeholder participatory consultations, public forums, white papers.

Project Summaries listed by size and types of financing

Annex 6: St. Malo Event, UNDP Press Release

Confronting the Climate Change Challenge at the local and regional levels *New Initiative Brings Search for Solutions Down to Earth*

St. Malo/Geneva, 04 November 2008 – The United Nations Development Programme (UNDP) together with several partners have launched a new initiative for regional and territorial governments to strengthen their capacities to address climate change challenges at the local and regional levels. It is expected that the new approach will bring additional resources to developing and emerging economies through regional collaborations with governments in developed countries, and from carbon trading mechanisms.

The initiative emerged from collaboration with the UN Environment Programme and several Associations of Regions, including the Global Forum of Regions Associations, nrg4SD, Northern Forum, the International Association of Francophone Regions, the Latin-American Organization for Intermediary Governments, the European Assembly of Regions, Conference of Peripheral Maritime Regions, and the Climate Group.

Cecile Molinier, Director of UNDP's Liaison Office in Geneva, said regional and territorial governments represent an essential tier with regard to good governance and effective development planning. "It is for this reason that most United Nations bodies are working in partnership with sub-state levels and are appealing for their voice to be heard within the framework of intergovernmental negotiations. We feel that a territorial approach to development allows us to better grasp the concerns and priorities of the populations."

Christophe Nuttall, director of UNDP's HUB for Innovative Partnerships, said the current approach to the climate change challenge favours the development of a wide array of small, dispersed and fragmented projects. "We believe it would be useful to develop a complementary, yet comprehensive integrated local planning framework that involves sub-national governments in the search for solutions," he said. "These sub-national authorities need to integrate climate and carbon related constraints in local planning instruments in order to transform their local economies into a vibrant force for sustainable development."

The initiative was announced last week at the World Summit of Regions on Climate Change in St. Malo, France, which drew more than 600 delegates representing 98 Regions and 59 Countries. The Summit was organized by the Conference of Peripheral Maritime Regions (CPMR) and nrg4SD (Network of Regional Governments for Sustainable Development), at the invitation of Jean Yves Le Drian, President of Brittany Regional Council, and in partnership with the Forum of Global Associations of Regions (FOGAR).

The Summit, organized in association with the six-month French Presidency of the EU, the Committee of the Regions and UNDP, demonstrated the fact that climate change is an issue where the regional sphere cannot be left aside. "Regions are at the front line to combat climate change; they have to make their voice heard in order to feed the discussion with their direct experiences and best practises," said Danuta Hübner, EU Commissioner in charge of Regional Policy during the opening of the event in St. Malo.

Several regional governments signed on to the UNDP initiative in St. Malo, including the regional governments of Wales, Limousin and Basque.

More information at www.undp.org/geneva
Adam Rogers
UNDP Senior Communications Advisor
+41 22 917 8541
adam.rogers@undp.org

Annex 7: Summary of Reports from Scoping Missions

Uruguay

- The mission team met with most of the stakeholders (Climate Change Unit - in charge of national communications and national climate change activities -, various Ministries and institutes, NGOs and other agencies working in the area. This enabled the mission team to gain a better understanding of the internal organization of the stakeholders, including expertise in the area of climate change and availability of data.
- The team also met with the three departments of the Metropolitan area of Montevideo (Canelones, Montevideo and San Jose) and the coordination structure Agenda Metropolitana. The meetings confirmed the strong interest of the local authorities for increased implication in climate change related activities, notably through territorial climate change strategies and actions plans. It also led to the identification of a number of barriers preventing increased involvement of the departments in climate change (limited awareness of the risks and opportunities for development that are related to climate change, need for increased coordination, scarce data and technical expertise, etc.).
- The mission has confirmed that the context is very favourable for the development of the programme
 - A recent law has made it mandatory for the departments to prepare territorial planning documents. This should provide a good opportunity to integrate climate change in planning strategies from the start.
 - The ART Gold programme is being successfully developed and can be used as a basis for stakeholder participatory processes
 - A number of decentralized cooperation are already in place
- In each department, a number of critical climate change related issues have been identified as possible areas of work such as increased need for irrigation in San Jose, coastal vulnerabilities in Canelones and aspiration for more energy efficiency in buildings in Montevideo.
- In terms of organization of the project, a consensus was reached on the benefits of relying on the National Climate Change Unit for the provision of technical expertise to the regions on greenhouse gas emission assessments and vulnerability assessments and of cooperating with the Agenda Metropolitana. A draft implementation strategy and budget were prepared based on these options.

Albania, 24-27 November 2008

- The mission team met with most of the stakeholders (CO, Albania's Second National Communications team, various Ministries and institutes, NGOs and other agencies working in the area. On this basis, the mission team had a better idea on the internal organization of the stakeholders, including capabilities in terms of climate change knowledge, information and human resource. Risks and opportunities in project launch and implementation were also seen:
 - Decentralization process that the country is undergoing which might have an impact in the territorial approach project as the regions would possibly be merged (by 2011, there might be three regions instead of the current 11);

- Upcoming 2009 parliamentary elections;
 - Directive for regions to create development plans which can be seen as a possible entry point for the territorial approach programme.
- Main issues identified surround the fragmentation of land to 1.3 hectares among landowners.
 - The team also met with the regional officials from the Kukes and Lezhe, having an interactive discussion on the establishment and content of the Regional Development Strategies, knowledge of climate change, renewable energies and financing instruments which can possibly leverage additional sources of funding for the region. During the meetings, general project modalities have been discussed: role expected from regional authorities in driving the participatory process and mainstreaming climate change into the regional development strategies.
 - Lezhe and Kukes have been identified as viable and good pilot regions partly due to its geographical location: the Drini-Mati Rivers as the most vulnerable system in relation to climate change impacts such as less precipitation, sea level rise and temperature increase. These rivers run through these two regions have a significant potential for electricity generation where Albania's power sector is dependent on hydropower for energy and electricity supply by more than 90%. It should also be noted that a national highway is currently built from Durres to Kosovo, passing through Lezha and Kukes, which is expected to raise revenue, employment and local economy.
 - There has been consensus of the need for capacity building in terms of staff training, knowledge and technology transfer and support in the identification of bankable projects for leveraging additional innovative finance. There is also a need for upgrading equipment for satellite imagery, mapping and raising awareness related to the climate change issue among stakeholders and members of the network.

Based on the meetings with the SNC teams and scientific institutions, Albania has potential for other renewable resource such as biomass, wind and solar.

Senegal

- The field mission have mobilised several European Regions such as Cataluña, Poitou-Charentes and Rhône-Alpes which have participated to the field assessments in both The regions of Ferlo through the Region Saint Louis and Sine Saloum through the Region Fatick. Additional regions have committed or shown strong interest such as Wallonie (Belgium), Nord Pas de Calais, Midi Pyrénées (France), and Piemont (Italy). In addition NEPAD has volunteered to co-host the programme in Africa and proposed to develop a fundraising campaign. A delegation met President of Republic of Senegal, Mr. A. Wade, who expressed his interest for this territorial approach and have decided to invite at the next African conference of ministers of environment, which will be held, next fall, in Dakar, prior to COP 15, regions from Africa and abroad in order to propose a Declaration of Dakar to be presented at COP 15 requesting the full recognition of regions and the territorial approach in the Kyoto 2 regime.

Macedonia

- The main purpose of the mission was to inform the key stakeholders about UNDP's new global initiative – Towards Carbon Neutral and Climate Change Resilient Territories, and collect necessary data and information for project formulation. Macedonia is among the first tier pilot countries that will benefit from this initiative that is to introduce a comprehensive climate change (mitigation and adaptation) planning and investment framework in the context of regional development.
- Based on the materials of the Second National Communication on Climate Change and consultations with Macedonian experts two statistical regions were proposed for the pilot initiative – Vardar and Southeast. It should be noted that the discussion on geographical areas/regions to be covered is pending final decision. Impacts of climate change have been strongly expressed in these two regions, where greater vulnerabilities lie due to heavy reliance of local economies on climate sensitive sector of agriculture. A combination of important industries and high value agricultural production concentrated in the two regions will enable the programme to develop local capacities to adapt as well as expand access to climate change related financing for local, area-based development. Vulnerability to increasing climate variability already brought some awareness and commitment to climate change in both regions. It has been agreed that Polog region, suggested by the Ministry of Environment and Physical Planning, will be included in the initiative at a later stage when additional funding will be secured. At this point, it would be advisable for the country office to explore the interests and feasibility of expanding the project to Polog planning region.
- Macedonia ranks among the most centralized administrative systems in Europe and, thus, it will be very important to ensure balanced approach in the project design between local, sub-national and national level. ZELS, which has essentially become the primary voice of municipalities during the decentralization process, will support the initiative in facilitating cooperation between local and national level.
- It has been agreed that the project will be implemented through the NEX modality with the Ministry of Environment and Physical Planning being an executing partner and the Ministry of Economy and Energy chairing the Project Board. The Project Board will also include Ministry of Agriculture, Forests and Water Economy, Ministry of Local Self-Governance, Heads of the Regional Councils of Vardar and Southeast, Association of Local Self-Government Units (ZELS), Macedonian Forest Enterprise, and UNDP. It is also suggested that the Project Board be co-chaired by the Ministry of Agriculture, Forests and Water Economy and the Ministry of Environment and Physical Planning.
- A number of donors, including SIDA, GTZ, WB, IFAD, FAO, etc. are working in Macedonia on issues relevant to the project, therefore close cooperation with various donors is very important for the initiative. At the donor meeting, SIDA expressed keen interest to work closely with UNDP in the framework of the project.
- Some of the key findings relevant to the initiative that have been identified in the course of the mission, include: i) access to energy - most of the small urban and rural population dependent on fuel wood for heating, which further exacerbates problems of illegal logging and forest fires; ii) water – water governance structure has not been fully settled or operational leaving the considerable gap in effective and efficient water management. The former system of Water Management Organizations did not prove functional and therefore was dismissed. The new water governance

structure is still being formed; iii) agriculture - fragmentation of the privately owned land, unclear land-use and ownership rights, poorly developed land market and farmer's reliance on subsidies, as well as poorly managed irrigation infrastructure, preclude improvement of agricultural productivity; iv) limited access to finance - municipalities have very limited budgets and even more limited access to non-budgetary sources of finance, for example, only 4 municipalities out of 84 are eligible for borrowing; v) data - climate related data is often missing or inaccessible (mainly because it has not been digitalized and available in user friendly form), observation and forecasting capacity is weak; vi) absence of secondary legislation - often, fully transposed national laws and policies are missing operational hands through the sub-laws and subsidiary legislation; vii) low institutional capacity – capacity skill sets in the key ministries to support climate change mitigation and adaptation are limited or absent.

- A number of high-level consultations have been held with the Minister of Economy, Minister of Environment and other representatives of the various Ministries, the private sector and the media. The main purpose of the rounds of high level meetings was to raise the awareness of UNDP's approach to climate change, its relevance in the context of Macedonia, as well as to capture the momentum for the commitment by the government to the proposed comprehensive framework for climate change planning and investment.

Main results of the mission are the following: i) information sufficient for designing the project has been collected; ii) project territorial focus and overall project strategy have been agreed upon and confirmed with the key stakeholders.

Annex 8

MEMORANDUM OF UNDERSTANDING BETWEEN THE UNITED NATIONS DEVELOPMENT PROGRAMME AND BREST TECHNOPOLE

This Memorandum of Understanding (“MOU”) is entered into by the United Nations Development Programme (“UNDP”), a subsidiary organ of the United Nations, an intergovernmental organization established by its Member States and the Brest Technopole, a public entity established and governed by the French law of 1 July 1901 and by the “Association of the Brest-Iroise Science and Research Park” order of 16 August 1901 (hereinafter “Brest Technopole”), UNDP and Brest Technopole are hereinafter jointly referred to as the “Parties”.

WHEREAS, UNDP serves in many respects as the operational arm of the United Nations at the country level and works with partners in numerous countries to promote sustainable development, eradication of poverty, advancement of women, good governance and the rule of law;

WHEREAS, Brest Technopole brings together a network of 200 entities with the goal of regional economic development through science, research and technology transfer and has global satellite observation capacity and a pool of high level experts which can help regions better anticipate the effects of climate change;

WHEREAS, UNDP supports an increasingly large portfolio of climate change adaptation and mitigation projects which require specialized technical assistance in the form of prospective climate modeling;

WHEREAS, UNDP and Brest Technopole intend to collaborate, *inter alia*, towards the implementation of the project: “Down to Earth: Territorial Approach to Climate Change” (the “TACC”);

NOW, THEREFORE, the Parties agree to cooperate as follows:

Article I Purpose

The purpose of this MOU is to provide a framework of cooperation and facilitate collaboration between the Parties, on a non-exclusive basis, in areas of common interest.

Article II Areas of Cooperation

The Parties agree to cooperate in the following areas of activity:

- (a) Brest Technopole will develop, with UNDP technical assistance, the required methodologies needed to support UNDP projects under the TACC initiative and other UNDP projects, if so requested by UNDP;
- (b) The Parties will provide prospective climate modeling services to UNDP TACC and other UNDP projects;
- (c) Brest Technopole will operate initially as a “hub” of a network of experts and other institutions which will support UNDP projects with prospective climate modeling services.

Article III Consultation and Exchange of Information

3.1 The Parties shall, on a regular basis, keep each other informed of and consult on matters of common interest, which in their opinion are likely to lead to mutual collaboration.

3.2 Consultation and exchange of information and documents under this Article shall be without prejudice to arrangements, which may be required to safeguard the confidential and restricted character of certain information and documents. Such arrangements will survive the termination of this MOU and of any agreements signed by the parties within the scope of this collaboration.

3.3 The Parties shall, at such intervals as deemed appropriate, convene meetings to review the progress of activities being carried out under the present MOU and to plan future activities.

3.4 The Parties may invite each other to send observers to meetings or conferences convened by them or under their auspices in which, in the opinion of either party, the other may have an interest. Invitations shall be subject to the procedures applicable to such meetings or conferences.

Article IV Implementation of the MOU

4.1 In order to implement the specific activities envisioned hereunder, the Parties shall conclude cost-sharing agreements and in – Kind contribution agreements in accordance with the applicable UNDP regulations, rules and procedures, which shall specify the costs or expenses relating to the activity, as applicable, and how they are to be borne by the Parties. The cost-sharing agreements and in – kind contribution agreements shall also include a provision incorporating by reference the MOU, which is applicable to the cost-sharing agreements, in-kind agreements and the projects/programmes financed there from.

4.2 It is understood that all activities will be carried out on the basis of project documents agreed between UNDP and the concerned governments, and in accordance with the applicable UNDP regulations, rules and directives.

4.3 The costs of public relations activities relating to the partnership, that are not otherwise addressed by a specific cost-sharing agreement or in-kind agreements concluded hereunder, will be the responsibility of Brest Technopole.

4.4 Neither Party shall be an agent, representative or joint partner of the other Party. Neither Party shall enter into any contract or commitment on behalf of the other Party and shall be solely responsible for making all payments to and on behalf of its own account, as provided under this MOU and under cost-sharing agreements concluded hereunder.

4.5 Each Party shall be responsible for its acts and omissions in connection with this MOU and its implementation.

Article V
Term, Termination, Amendment

5.1 The proposed cooperation under this MOU is non-exclusive and shall have an initial term of two years from the Effective Date, as defined in Article VIII, unless terminated earlier by either party upon two months notice in writing to the other party. The Parties may agree to extend this MOU in writing for subsequent periods of 2 years.

5.2 In the event of termination of the MOU, any cost-sharing, in-kind contribution agreements or project cooperation agreements, and any project documents concluded pursuant to this MOU, may also be terminated in accordance with the termination provision contained in such agreements. In such case, the Parties shall take the necessary steps to ensure that the activities carried out under the MOU, the cost-sharing agreements, and project documents are brought to a prompt and orderly conclusion.

5.3 This MOU may be amended only by mutual written agreement of the Parties.

Article VI
Notices and Addresses

Any notice or request required or permitted to be given or made under this MOU shall be in writing. Such notice or request shall be deemed to have been duly given or made when it shall have been delivered by hand, certified mail, overnight courier, telex, or cable to the party to which it is required to be given or made at the address specified below or such other address as shall be hereafter notified.

For UNDP: [Name]
 [Address]
 [Address]
 [Address]
 [Address]

For Brest Technopole:
 [Name]
 [Address]
 [Address]
 [Address]
 [Address]

**Article VII
Miscellaneous**

This MOU and any related co-financing and in-kind contribution agreements or project document comprise the complete understanding of the Parties in respect of the subject matter in this MOU and supersede all prior agreements relating to the same subject matter. Failure by either Party to enforce a provision of this MOU shall not constitute a waiver of that or any other provision of this MOU. The invalidity or unenforceability of any provision of this MOU shall not affect the validity or enforceability of any other provision of the MOU.

**Article VIII
Entry into Force**

This MOU may be signed in counterparts, each of which shall be deemed an original and both of which duly executed shall constitute one entire document, and shall enter into force and effect on the date (“Effective Date”) in which it is duly signed by both parties.

IN WITNESS WHEREOF, the duly authorized representatives of the Parties affix their signatures below.

FOR UNDP:

FOR BREST TECHNOPOLE:

Name

Name

Title

Title

Date

Date