



**INITIATION PLAN
FOR A GEF PROJECT PREPARATION GRANT (PPG) OR
PROGRAMME COORDINATION BUDGET (PCB)**

Brief Description

Country: Bangladesh

Relevant UNDAF Outcome(s) and Indicator(s): *List UNDAF outcome. If no UNDAF, leave blank*

UNDAF Pillar Five: Climate Change, Environment, Disaster Risk Reduction and Response

OUTCOME 1: By 2016, populations vulnerable to climate change and natural disaster have become more resilient to adapt with the risk.

Indicator: Number of coastal districts safer for vulnerable population with green defence /afforestation. (Baseline 2010: 4 districts; Target 2016: 14 coastal districts)

Relevant CP/CPAP Outcome(s) and Indicator (s):

Country programme Outcome 3.1 : Improved resilience of vulnerable communities and institutions to adapt to risks.

Outcome indicators: Environment, climate and disaster vulnerability reduced

Relevant UNDP Strategic Plan 2008-2011 Key Result Area:

Expected Project Outcome (s) and Indicator (s): *In addition to CPAP outcomes*

Outcome 1: Mainstreamed adaptation in broader development frameworks at country level and in targeted vulnerable areas and Outcome 2: Diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas

Project Output(s) and Indicator(s):

- 1) Current and projected climate change risks in project area defined; 2) Specific sites for project intervention defined, with special emphasis on complementarity and additionality with government afforestation projects, BCCRF, SPCR and CDMP; 3) Adaptation alternative assessed and summarized for each project Outcome; 4) Project integrated with national climate change strategy, NAPA follow-up strategy and disaster risk reduction frameworks; 5) Project aligned with complementary LDCF project and 6) Project systematically coordinated with BCCRF, SPCR and CDMP to achieve complementarities and avoid duplication

Programme Period: Feb 2012 – Jan 2013
Programme Component: N/A
PPG Title: Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh
ATLAS Project ID: 00081303
PIMS Project ID: 4878
Duration: 12 months
Management Arrangement: UNDP Implementation

Total budget:	420,000
Allocated resources:	
• LDCF	50,000
Co-financing	
• UNDP	370,000

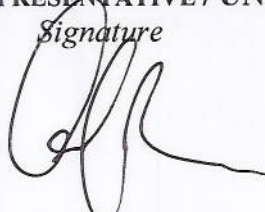
AGREED BY UNDP RESIDENT REPRESENTATIVE / UNDP DIRECTOR:

(Enter Name, Position)

Signature

Date: (Month, day, year)

Stefan Priesner
Country Director
UNDP Bangladesh


Stefan Priesner
Country Director
UNDP-Bangladesh

08/02/2012

GEF PPG/PCB approved grant document and TBWP



PROJECT PREPARATION GRANT (PPG)

PROJECT TYPE: Full-sized Project

TYPE OF TRUST FUND: LDCF

Submission date: 01/10/2012

GEF PROJECT ID: 4700

GEF AGENCY PROJECT ID: 4878

COUNTRY(IES): Bangladesh

PROJECT TITLE: Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh

GEF AGENCY(IES): UNDP, (select), (select)

GEF FOCAL AREA(S): Climate Change

A. PROJECT PREPARATION TIMEFRAME

Start date of PPG	02/01/2012
Completion date of PPG	01/31/2013

B. PROPOSED PROJECT PREPARATION ACTIVITIES (\$)

Describe the PPG activities and justifications:

The final product of the proposed PPG phase will be a UNDP-GEF compliant, full-sized project document for submission to the LDCF. The document will cover the following in detail:

- Description of development baseline activities and related sources of financing, in particular a summary of relevant development and disaster management projects, investment programmes and capacity building activities that focus on disaster risk reduction, forestry management and livelihood support activities in Bangladesh's coastal areas;
- Review and summary of the existing policy and regulatory framework relevant for community-based disaster risk reduction, with particular emphasis on current climate-related impacts and threats;
- Review, analysis and summary of current and past project activities by government, donors, NGOs and private sector institutions that are related to increasing community resilience (including an updated report on co-operation and co-financing arrangements drawing on UNDP support). Special emphasis will be placed on the baseline analysis - both in terms of geographical and investment focus - of ongoing and planned government-owned afforestation and reforestation programmes (such as the project 'Poverty Alleviation through Social Forestry'), the Bangladesh Climate Change Resilience Fund (BCCRF), the Strategic Programme for Climate Resilience (SPCR) and the Comprehensive Disaster Management Programme (CDMP)
- A collation and synthesis of supporting reports (climate risk assessments, economic assessments of climate change impacts and cost/benefit studies of adaptation options) to justify the proposed project interventions and leverage financing for the proposed activities (this may include a research gap analysis, pre-feasibility studies for demonstration measures, etc.)
- Specification of planned adaptation activities to be financed by the LDCF and their rationale (i.e. why and how are they supposed to reduce vulnerability and/or increase adaptive capacity beyond what is already being done);
- Description of the geographic breakdown of project interventions in terms of districts, unions, upazilas

and communities;

- Definition of project goal, objective, outcomes, outputs and verifiable indicators;
- Definition of a Strategic Results Framework and a Monitoring and Evaluation (M&E) system with quantifiable and verifiable impact indicators. These indicators, which will specifically address adaptation impacts, will be based on guidance by UNDP's M&E framework for adaptation projects. The indicators will be connected to a monitoring and evaluation plan, which will set out how and by whom these indicators will be measured and which way verification data will be collected by the project.
- Definition of implementation and execution arrangements for the project with detailed roles, responsibilities and a timeline for project implementation;
- Definition of a Stakeholder involvement plan for the preparation and implementation phase of the project, with a clear focus on community involvement and participation;
- Definition of Project Management and Reporting arrangements.
- Endorsement letters from the government and letters confirming co-financing commitments;
- A detailed set of Annexes including a listing of PPG activities and reports from all project relevant stakeholder consultations

List of Proposed Project Preparation Activities	Output of the PPG Activities	Trust Fund	Grant Amount (a)	Co-financing (b)	Total c = a + b
1. Technical Definition and Capacity Needs Assessment	1.1. Project baseline defined	LDCF	15,000	155,000	170,000
	1.2. Current and projected climate change risks in project area defined				
	1.3. Specific sites for project intervention defined, with special emphasis on complementarity and additionality with government afforestation projects, BCCRF, SPCR and CDMP				
	1.4. Adaptation alternative assessed and summarized for each project Outcome				
	1.5. Project integrated with national climate change strategy, NAPA follow-up strategy and disaster risk reduction frameworks				
	1.6. Project aligned				

	<p>with complementary LDCF project</p> <p>1.7. Project systematically coordinated with BCCRF, SPCR and CDMP to achieve complementarity and avoid duplication</p>				
2. Institutional arrangements, Monitoring and Evaluation	<p>2.1. Strategic Results Framework including verifiable results indicators formulated</p> <p>2.2. Monitoring and evaluation provisions and reporting arrangements formulated</p> <p>2.3. Project implementation and execution arrangements, roles and responsibilities defined (ensuring complementarity with government baseline projects, BCCRF, SPCR and CDMP)</p> <p>2.4. Project sustainability strategy defined (including plans for project replication, upscaling and knowledge management)</p>	LDCF	10,000	10,000	20,000
3. Stakeholder Consultations	3.1. Project stakeholders mobilized and engaged in project definition, with special emphasis on government afforestation projects, BCCRF, SPCR and CDMP	LDCF	15,000	145,000	160,000

	<p>3.2. Project partnerships and stakeholder setup defined, with special emphasis on complementarity with government-owned afforestation programmes, BCCRF, SPCR and CDMP</p> <p>3.3. Community Mobilization initiated in project areas</p>				
4. Financial planning and co-financing definition	<p>4.1. Government negotiations and consultations on project-related issues facilitated</p> <p>4.2. Multilateral and bilateral co-funding opportunities explored</p> <p>4.3. Project budget defined</p> <p>4.4. Duplication of LDCF investments with other projects (including BCCRF, SPCR, CDMP) prevented</p> <p>4.5. Official endorsement and co-financing letters prepared</p>	LDCF	10,000	60,000	70,000
		(select)			0
		(select)			0
		(select)			0
		(select)			0
		(select)			0
		(select)			0
		(select)			0
		(select)			0
Total Project Preparation Financing			50,000	370,000	420,000

C. FINANCING PLAN SUMMARY FOR PROJECT PREPARATION GRANT: (\$)

	Project Preparation	Agency Fee
Grant Amount	50,000	5,000
Co-financing	370,000	
Total	420,000	5,000

D. PPG AMOUNT REQUESTED BY AGENCY(IES), FOCAL AREA(S) AND COUNTRY(IES)¹

Trust Fund	GEF Agency	Focal Area	Country Name/ Global	(in \$)		
				PPG (a)	Agency Fee (b)	Total c = a + b
LDCF	UNDP	Climate Change	Bangladesh	50,000	5,000	55,000
(select)	(select)	(select)				0
(select)	(select)	(select)				0
(select)	(select)	(select)				0
(select)	(select)	(select)				0
(select)	(select)	(select)				0
(select)	(select)	(select)				0
(select)	(select)	(select)				0
(select)	(select)	(select)				0
(select)	(select)	(select)				0
(select)	(select)	(select)				0
(select)	(select)	(select)				0
(select)	(select)	(select)				0
Total PPG Amount				50,000	5,000	55,000

¹ No need to provide information for this table if it is a single focal area, single country and single GEF Agency project.


E. PPG BUDGET

Cost Items	Total Estimated Person Weeks for Grant (PW)	Grant Amount (\$)	Co-financing (\$)	Total(\$)
Local consultants *	24.00	24,000	180,000	204,000
International consultants*	8.00	20,000	120,000	140,000
Travel		6,000	70,000	76,000
				0
				0
				0
Total PPG Budget		50,000	370,000	420,000

* Annex A for Consultant cost details should be prepared first before completing this table. See notes on Annex A for the required detailed information. This table is the sum of all local and international consultants presented in Annex A.

F. GEF AGENCY(IES) CERTIFICATION

This request has been prepared in accordance with GEF policies and procedures and meets the GEF LDCF/SCCF Trust Fund criteria for project identification and preparation.

Agency Coordinator, Agency Name	Signature	Date (Month, day, year)	Project Contact Person	Telephone	Email Address
Yannick Glemarec, GEF Executive Coordinator, UNDP		November 23, 2011	Gernot Laganda Regional Technical Advisor, (LECRDS) UNDP	+66-(0)2304 9100 Ext.2644	gernot.laganda@undp.org

Annex A

Consultants Financed by the Project Preparation Grant (PPG)

Type of Consultant	Position / Titles	\$/ Person Week ¹	Estimated PWs ²	Tasks to be Performed
Local	Project Assessment Specialist	1000	24.00	<ul style="list-style-type: none">- Outline a detailed problem analysis and suggest a project strategy that draws on experiences from Bangladesh's first LDCF project;- Identify specific sites for project intervention and collect baseline information about the socio-economic situation in the target communities;- Identify the project baseline in terms of current policies, projects and stakeholders that are relevant to the project (with special emphasis on activities planned under the BCCRF, SPCR and CDMP);- Coordinate consultations with government and non-government agencies, project stakeholders and potential project partners (with special focus on stakeholders engaged in government baseline projects ('Poverty Alleviation through Social Forestry'), the BCCRF, SPCR and CDMP);- Organize and facilitate technical and consultative meetings with local government and community stakeholders to assist project definition;- Propose, based on stakeholder consultations, a capacity development strategy for the project;- Assist in the analysis and design of priority adaptation measures for demonstration and replication (avoiding duplication and ensuring complementarity with BCCRF, SPCR and CDMP);- Develop a communication strategy with communities and facilitate their participation;- Define project roles and responsibilities and propose suitable project management, implementation and reporting arrangements;- Assist in the design of the project's Knowledge Management strategy;- Develop a sustainability and exit strategy for the project (i.e. a way forward once LDCF funding is

				exhausted); - Help build financing partnerships and mobilize co-financing resources;
International	Project Development Specialist	2500	8.00	<ul style="list-style-type: none"> - Act as primary contact point for the GEF Agency and the National Consultant for the drafting of a UNDP-GEF compliant project document; - Guide and coordinate input by the National Consultant; - Based on input by the National Consultant, define a Results Framework (including Outcomes, Outputs, Indicators and Risks/Assumptions) and outline indicative project activities; - Ensure additionality and complementarity of project Outcomes/Outputs/Activities with government-driven baseline afforestation projects (such as 'Poverty Alleviation through Social Forestry') and BCCRF - Alongside UNDP, provide quality control for the FSP formulation process in line with UNDP/GEF and LDCF requirements; - Assist in verifying climate risks associated with the project's target areas; - Validate problem analysis of the project; - Guide the determination of the scope and strategy of the project; - Frame a consistent climate change additionality argument for the project in line with findings from field assessments and ensure that there is no duplication (either geographically or in terms of investments) between LDCF, BCCRF, SPCR and CDMP; - Ensure that the project approach is cost-effective; - Formulate project management, reporting and evaluation arrangements and define an organigram for the project; - Facilitate the finalization of a financing and co-financing package for this project and ensure that co-financing letters are obtained in time for submission; - Facilitate stakeholder consultations on project preparation, including finalization of a detailed budget and

				TOR for all inputs in line with UNDP-GEF criteria and eligibility principles - Compile project Annexes and CEO endorsement template
(Select)				
(Select)				
(Select)				
(Select)				
(Select)				
(Select)				

¹ Provide dollar amount per person week.

² Provide person weeks needed to carry out the task

Total Budget and Workplan

Award ID:	00064582	Project ID(s):	00081303
Award Title:	PIMS 4878 PPG: Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh		
Business Unit:	BGD10		
Project Title:	Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh		
PIMS no.	4878		
Implementing Partner (Executing Agency)	UNDP		

GEF Outcome/Atlas Activity	Responsible Party/Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount 20011 (USD)
Project Preparation Grant to formulate a full size project - Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh	UNDP	62160	LDCF	71300	Local Consultants	24,000
				71200	International Consultants	20,000
				71600	Travel	6,000
					sub-total	50,000



25 January 2012

Dear Mr. Walker,

Subject: Project Preparation Grant: Bangladesh: Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh – PIMS No. 4878 - ATLAS BU: BGD10 - Proposal No.: 00064582 - Project No.:00081303

I am pleased to delegate to you the authority to sign the Initiation Plan for the above-mentioned Project Preparation Grant (PPG) / Programme Cooperation Budget (PCB) on behalf of UNDP, and to commence development of the main project. As per Rule 116.05 of the UNDP Financial Regulations and Rules (Executive Board Decision 2005/1), this document becomes effective when signed by the Resident Representative. The Initiation Plan, which amounts to a total of USD50,000 has received its final approval in accordance with the established GEF procedures (CEO approval letter for the PPG/PCB attached for ease of reference).

I am also pleased to provide a summary of the next steps in the process and to outline, for your easy reference, the mandatory GEF-specific project financial and results management requirements. In addition, a number of Advisory Notes have been prepared to support the implementation of UNDP supported GEF funded projects, these and further clarification on the GEF project cycle and requirements, can be found in the UNDP GEF Programming Manual at <http://intra.undp.org/gef>.

Next steps and mandatory GEF-specific requirements:

1. **Issuance of Authorized Spending Limit (ASL):** To facilitate a quick start to the PPG/PCB, once the Initiation Plan is signed, please kindly ensure that the Atlas-generated *Annual Work Plan (AWP)* based on the *Total Budget and Annual Work Plan* in the attached document, along with a copy of the signed cover page, is sent to Mr. Gernot Laganda, Regional Technical Advisor (RTA) in Bangkok.

Any proposed budget revisions should be forwarded to the UNDP RTA together with a clear explanation of the changes proposed as any significant changes require review and approval. In addition, please note that UNDP/GEF is not in a position to increase the project budget above the amount already approved by the GEF Council. Therefore, any over-expenditure on this project would have to be absorbed by other Country Office resources.

2. **GEF-specific project management requirements:**

- Any changes contemplated with respect to the project objectives and outcomes will have to be discussed with and approved by the UNDP/GEF RTA, as they will have to be reported to the GEF.

Mr. Neal Walker
Resident Representative
UNDP Bangladesh

United Nations Development Programme

- The final FSP must be ready by August 2013 as recorded in the Initiation Plan. The Regional Technical Advisor will advise you of the expected timeline for submission of the final proposal for the purpose of internal UNDP clearance prior to submission to the GEF Secretariat.
- The final submission of the FSP that is prepared with this preparation grant must be accompanied by a "GEF PPG/PCB Status Report". The template can be obtained from the UNDP GEF Programming Manual <http://intra.undp.org/gef>
- This preparatory phase must be operationally completed in Atlas once the main project is endorsed/approved by the GEF CEO. Financial closure should follow within 12 months, but preferably within the same calendar year.
- Annex 2 includes a number of key UNDP/GEF management performance indicators that aim to improve the efficiency and effectiveness in the oversight and supervision services provided. Performance against these indicators will be monitored on an annual basis.
- In order to accord proper acknowledgement to the GEF for providing funding, full compliance is needed with the GEF's Communication and Visibility Guidelines (the "GEF Guidelines"). The GEF Guidelines can be accessed at:
http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf. Full compliance is also required with UNDP's branding guidelines. These can be accessed at <http://intra.undp.org/coa/branding.shtml>, and specific guidelines on UNDP logo use can be accessed at: <http://intra.undp.org/branding/useOfLogo.html>.

In concluding, I would like to assure you of UNDP/GEF's and my personal commitment to a successful implementation of the project. The Regional Technical Advisors are at your disposal for advice and technical support. Should you have any concerns or questions, please do not hesitate to contact me.

Yours sincerely,



Yannick Glemarec
Executive Coordinator
UNDP/GEF

cc: Mr. Ajay Chhibber, Assistant Administrator and Bureau Director, ABAP
Mr. Gernot Laganda, UNDP/GEF Regional Technical Advisor, Bangkok, Thailand

Annexes
Annex 1

CEO approval letter for PPG/PCB



GLOBAL ENVIRONMENT FACILITY
INVESTING IN OUR PLANET

1818 H Street, NW
Washington, DC 20433 USA
Tel: 202.473.3202
Fax: 202.522.3240/3245
E-mail: mbarbut@TheGEF.org

January 18, 2012

Mr. Yannick Glemarec
GEF Executive Coordinator
United Nations Development Programme
One United Nations Plaza
304 East 45th St.
FF Bldg., 10th floor
New York, NY 10017

Dear Mr. Glemarec:

I am pleased to inform you that the following submission is approved and will be funded by the Least Developed Countries Fund:

Approval Stage:	PPG Approval
GEFSEC (PMIS) ID:	4700
Agency ID:	4878 (UNDP)
Agency(ies):	UNDP
Project Type:	Full Size Project
Country(ies):	Bangladesh
Name of Project:	Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh
PPG Grant:	\$50,000
Agency Fee:	\$5,000

This approval is subject to the comments made by the GEF Secretariat in the attached document. It is also based on the understanding that the project is in conformity with GEF focal areas strategies and in line with GEF policies and procedures.

Attached is a copy of the review sheet for your records.

Sincerely,

Monique Barbut
Chief Executive Officer and Chairperson

Attachment: GEFSEC Review Sheet

Copy to: Country Operational Focal Point,
GEF Agencies, STAP, Trustee

Annex 2: Project Support Services

Stage	Country Office ¹	UNDP/GEF
Identification, Sourcing/Screening of Ideas, and Due Diligence	Identify project ideas as part of country programme/CPAP and UNDAF/CCA.	<ul style="list-style-type: none"> • Technical input to CCA/UNDAFs and CPAPs where appropriate. • Input on policy alignment between projects and programmes. • Provide information on substantive issues and specialized funding opportunities (SOFs). • Policy advisory services including identifying, accessing, combining and sequencing financing. • Verify potential eligibility of identified idea.
	Assist proponent to formulate project idea / prepare project idea paper (e.g. GEF PIF/PPG/PCB).	<i>Technical support:</i> <ul style="list-style-type: none"> • Research and development. • Provide up-front guidance. • Sourcing of technical expertise. • Verification of technical reports and project conceptualization. • Guidance on SOF expectations and requirements. • Training and capacity building for Country Offices.
	<i>Appraisal:</i> <ul style="list-style-type: none"> • Review and appraise project idea. • Undertake capacity assessments of implementing partner as per UNDP POPP. • Environmental screening of project as and when included in UNDP POPP. • Monitor project cycle milestones. 	<ul style="list-style-type: none"> • Provide detailed screening against technical, financial, social and risk criteria. • Determine likely eligibility against identified SOF.
	<i>Partners:</i> <ul style="list-style-type: none"> • Assist proponent to identify and negotiate with relevant partners, cofinanciers, etc 	<ul style="list-style-type: none"> • Assist in identifying technical partners. • Validate partner technical abilities.
	<i>Obtain clearances:</i> <ul style="list-style-type: none"> • Government, UNDP, Executing Agency, LPAC, cofinanciers, etc. 	<ul style="list-style-type: none"> • Obtain SOF clearances.
Project Development	<i>Initiation Plan:</i> <ul style="list-style-type: none"> • Management and financial oversight of Initiation Plan • Discuss management arrangements 	<ul style="list-style-type: none"> • Technical support, backstopping and troubleshooting. • Support discussions on management arrangements • Facilitate issuance of DOA

¹ As per UNDP POPP with additional SOF requirements where relevant.

United Nations Development Programme

Stage	Country Office ¹	UNDP/GEF
	<p><i>Project Document:</i></p> <ul style="list-style-type: none"> • Support project development, assist proponent to identify and negotiate with relevant partners, cofinanciers, etc. • Review, appraise, finalize Project Document. • Negotiate and obtain clearances and signatures – Government, UNDP, Implementing Partner, LPAC, cofinanciers, etc. • Respond to information requests, arrange revisions etc. • Prepare operational and financial reports on development stage as needed. 	<p><i>Technical support:</i></p> <ul style="list-style-type: none"> • Sourcing of technical expertise. • Verification of technical reports and project conceptualization. • Guidance on SOF expectations and requirements. • Negotiate and obtain clearances by SOF • Respond to information requests, arrange revisions etc. • Quality assurance and due diligence. • Facilitate issuance of DOA
<p><i>Key UNDP/GEF management performance indicators/targets for Project Development:</i></p> <ol style="list-style-type: none"> 1. Time between PIF approval to CEO endorsement for each project: <ul style="list-style-type: none"> • Target for GEF trust fund project: FSP = 18 months or less, MSP 12 months or less. • Target for LDCF and SCCF: FSP/MSP = 12 months or less. 2. Time between CEO endorsement (or PAC for non GEF funded projects) to first disbursement for each project: <ul style="list-style-type: none"> • Target = 4 months or less 		
<p>Project Oversight</p>	<p><i>Management Oversight and support</i></p>	<p><i>Technical and SOF Oversight and support</i></p>
	<p><i>Project Launch/Inception Workshop</i></p> <ul style="list-style-type: none"> • Preparation and coordination. 	<ul style="list-style-type: none"> • Technical support in preparing TOR and verifying expertise for technical positions. • Verification of technical validity / match with SOF expectations of inception report. • Participate in Inception Workshop
	<p><i>Management arrangements:</i></p> <ul style="list-style-type: none"> • Facilitate consolidation of the Project Management Unit, where relevant. • Facilitate and support Project Board meetings as outlined in project document and agreed with UNDP RTA. • Provide project assurance role if specified in project document. 	<ul style="list-style-type: none"> • Technical input and support to TOR development. Troubleshooting support. • Support in sourcing of potentially suitable candidates and subsequent review of CVs/recruitment process.
	<p><i>Annual WorkPlan:</i></p> <ul style="list-style-type: none"> • Issuance of AWP. • Monitor implementation of the annual work plan and timetable. 	<ul style="list-style-type: none"> • Advisory services as required • Review AWP, and clear for ASL where relevant.

United Nations Development Programme

Stage	Country Office ¹	UNDP/GEF
	<p><i>Financial management:</i></p> <ul style="list-style-type: none"> • Conduct budget revisions, verify expenditures, advance funds, issue combined delivery reports, ensure no over-expenditure of budget. • Ensure necessary audits. 	<ul style="list-style-type: none"> • Allocation of ASLs, based on cleared AWP • Return of unspent funds to donor • Monitor projects to ensure activities funded by donor comply with agreements/ProDocs • Oversight and monitoring to ensure financial transparency and clear reporting to the donor
	<p><i>Results Management:</i></p> <ul style="list-style-type: none"> • Alignment: link project output to CPAP Outcome in project tree in Atlas, link CPAP outcome in project tree to UNDP Strategic Plan Environment and sustainable Development Key Result Area as outlined in project document during UNDP work planning in ERBM. • Gender: In ATLAS, rate each output on a scale of 0-3 for gender relevance. • Monitoring and reporting: Monitor project results, track result framework indicators, and co-financing where relevant. Monitor risks in Atlas and prepare annual APR/PIR report where required by donor and/or UNDP/GEF. • Annual site visits – at least one site visit per year, report to be circulated no later than 2 weeks after visit completion. 	<ul style="list-style-type: none"> • Advisory services as required. • Quality assurance. • Project visits – at least one technical support visit per year.
	<p><i>Evaluation:</i></p> <ul style="list-style-type: none"> • Integrate project evaluations into CO evaluation plan. Identify synergies with country outcome evaluations. • Arrange mid-term, final, and other evaluations: prepare TOR, hire personnel, plan and facilitate mission / meetings / debriefing, circulate draft and final reports. • Participate as necessary in other evaluations. • Ensure tracking of committed and actual co financing as part of mid-term and final evaluations. • Prepare management response to project evaluations and post in UNDP ERC. 	<ul style="list-style-type: none"> • Technical support and analysis. • Quality assurance. • Compilation of lessons and consolidation of learning. • Dissemination of technical findings. • Participate as necessary in other SOF evaluations.
	<p><i>Project Closure:</i></p> <ul style="list-style-type: none"> • Final budget revision and financial closure (within 12 months after operational completion). • Final reports as required by donor and/or UNDP/GEF. 	<ul style="list-style-type: none"> • Advisory services as required. • Technical input. • Quality assurance.

United Nations Development Programme

Stage	Country Office ¹	UNDP/GEF
<i>Key UNDP/GEF management performance indicators/targets for Project Oversight:</i>		
<ol style="list-style-type: none">1. Each project aligned with country outcomes and UNDP Strategic Plan Environment and Sustainable Development key results, and included in Country Office Integrated Work Plan in the ERBM:<ul style="list-style-type: none">• Target = 100%2. Quality rating of annual APR/PIRs: Once completed and submitted, the quality of each project APR/PIR is rated by an external reviewer<ul style="list-style-type: none">• Target = Rating of Satisfactory or above3. Quality rating of Terminal Evaluations: Once completed, the quality of each terminal evaluation is rated by an external reviewer<ul style="list-style-type: none">• Target = Rating of Satisfactory or above4. Quality of results achieved by project as noted in terminal evaluation: the independent evaluator assigns an overall rating to the project.<ul style="list-style-type: none">• Target = Satisfactory or above		