
I. DEVELOPMENT CHALLENGE

In September 2015, 193 United Nations (UN) Member States came together at the UN Sustainable Development Summit and endorsed a very ambitious and global development agenda, which is referred to as the 2030 Agenda. Inclusive of this global development agenda are 17 Sustainable Development Goals (SDGs), which these Member States agreed to achieve by 2030. The 17 goals have 169 targets and 230 indicators. The commitments made by these countries are to end poverty, hunger and inequality; tackle the adverse impact of climate change and environmental degradation; improve access to health and education; and build institutions and forge strategic partnerships through South-South and Triangular Cooperation (SS&TrC) to facilitate the implementation of the 2030 Agenda.

From the onset, Botswana was an active participant in the design of the Post-2015 development agenda until the 2030 Agenda was finally endorsed in September 2015. The Government of Botswana continues to demonstrate the political will and commitment to implement the SDGs, since its implementation commenced in January 2016. Just when the Post-2015 development agenda was being designed and formulated through highly consultative processes at the global, regional and national levels, Botswana was also articulating its next national vision, Vision 2036, a replacement for Vision 2016, its Eleventh National Development Plan (NDP 11) 2017-2023, the Eighth District Development Plans (DDP8), and the Fourth Urban Development Plan (UDP4). This was certainly a great opportunity for the country to domesticate and mainstream the three dimensions of the Post-2015 Development Agenda, or the 17 SDGs-social, economic and environment-all underpinned by good governance and summed up in the five (5) Ps-People, Prosperity, Peace, Planet, and Partnerships.

The Government of Botswana has made good strides in domesticating and mainstreaming the SDGs in its national and sub-national development frameworks. However, a lot more needs to be done, especially in aligning the national and sub-national frameworks to the domesticated SDG targets and indicators, developing a SS&TrC strategy and action plan, and developing a robust monitoring and evaluation system to facilitate the implementation, monitoring, reporting and evaluation of the SDGs at the national and sub-national levels. In addition, the generation of timely and reliable disaggregated data with a focus on human development and other emerging development issues will be quite important for supporting the roll out and implementation of such system and the SDGs. These efforts will certainly require a well-coordinated and inter-connected institutional framework, which has the relevant capacity and technical expertise to facilitate the implementation of the SDGs and the National Roadmap.

To ensure that the relevant institutional framework is established and fully operational to support the implementation of the SDGs and the National Roadmap, the Government of Botswana through the Ministry of Finance and Economic Development (MFED) in consultation with other partners has established various bodies including the following:

- i) The SDGs National Steering Committee (NSC), which is co-chaired by the Secretary of the Economic and Financial Policy in the Ministry of Finance and Economic Development and the United Nations Resident Coordinator (UNRC), is expected to drive the SDGs at the policy level in the country and provide oversight in the implementation of the SDGs and the Roadmap.
- ii) A Technical Task Force (TTF) comprises representatives from various institutions and organizations in and out of Government including the sector ministries and departments, local authorities, UN Agencies, civil society organizations (CSOs), private sector, academic and research institutions, youth and women's organizations, media, other development partners, and grassroots organizations. It is co-chaired by the Director of the Population and Development Coordination Section of the MFED and the UNDP Economic Advisor.

- iii) A National SDGs Secretariat, based in the MFED and is a government body, was established to support the MFED and the NSC in performing their coordination and oversight roles, respectively, in the implementation of the SDGs. The Secretariat will be supported by the TFF.

So far, the Government of Botswana, under the guidance and oversight of the NSC and with technical support from the TFF, has prepared the National SDGs Roadmap that is expected to be implemented during the phases of the National Development Plans 2017-2023 and 2024-30, just within the period the SDGs. The Roadmap is a national strategy document that identifies the broad strategic areas that will be implemented during these phases to achieve the SDGs in Botswana. Whilst the responsibility for providing policy guidance for the implementation of the SDGs lies with the NSC, the implementation of this Roadmap at the technical level will be led by MFED/SDGs National Secretariat with the support of the Technical Task Force, hence the need to beef up its human and institutional capacity to fulfil this important mandate given to it by the Government of Botswana.

As such, the critical development challenge that will be addressed by this project will include the following:

- i) Addressing the critical capacity gap within the MFED/SDGs National Secretariat to support the MFED and NSC to oversee the implementation of the SDGs. The Secretariat is grossly understaffed, thus prohibiting it from performing the key functions assigned to it. Further, the staff in the Secretariat, the Director and two Economists, are equally overloaded with key government functions assigned to the Population and Development Coordination Section. The functions of this Section are performed through three Sub-Committees. They are Research and Evaluation; Information, Education and Communication; and Policy Programming Coordination. Given this heavy workload, which must be performed in consultation with other sector ministries and departments, it is very challenging to effectively and efficiently support the MFED through the NSC to implement the SDGs in Botswana.

Therefore, the capacity of the Secretariat be strengthened with a dedicated Project Manager and Communications Officer for a period of four years and they both will support the Secretariat in the implementation on the SDGs, the Roadmap and SDGs Communications Strategy together with existing staff in the Secretariat. Within the four years, it is expected that both these project officers will be integrated into MFED structure.

- ii) Supporting the implementation of key interventions defined in the National SDGs Roadmap. The strategic components of the Roadmap are following:
 - a) National Ownership, Leadership and Coordination;
 - b) Advocacy, Sensitization and Awareness;
 - c) Planning and Implementation;
 - d) Data, Monitoring, Reporting and Evaluation;
 - e) Strengthening Institutional Arrangements for rolling out the SDGs; and
 - f) Policy support and research on thematic SDGs.

Under each of these components, there are clear strategic interventions expected to be implemented at the national and sub-national levels in consultation with all development actors. It is certainly true that technical and financial support will be required to support the implementation of these strategic interventions.

- iii) Under this project, other strategic interventions and emerging issues are expected to be supported as well. Key among these are South-South and Triangular Cooperation, human development and data for development (D4D).

- iv) In terms of resource mobilization, which is considered here as a challenge and a serious need, effort will be made to mobilize resources to support the implementation of the project, specifically all strategic interventions defined in it. In this regard, technical and financial resources will be mobilized from all development actors including Government, the donor community, the United Nations Development System (UNDS), Private Sector, Civil Society, and Academic and Research Institutions.

II. STRATEGY

The 17 SDGs, and the 2030 Agenda, are in and of themselves a change project. Therefore, a significant change management effort is needed by all actors to support the localisation and implementation process, to include the government (national and local levels), UNDS, private sector, civil society organizations, academic and research institutions and other development partners. In this regard, there is a need to ensure that there is strong national ownership, the political will, commitment and the leadership to drive the implementation of the SDGs at national and sub-national levels.

This therefore calls for a robust theory of change to make all actors including the national and sub-national actors and various sectors fit for purpose. Such theory of change will be important, not only to guide change going forward, but also to measure progress and demonstrate impact including the contribution of collective efforts to development results in Botswana.

The central hypothesis that guides this theory of change is that to effectively support the implementation of the SDGs, which are universal, interlinked and rights-based, to meet the development aspirations of the Government and people of Botswana, the implementation approach must be integrated, coordinated and coherent at the national and sub-national levels, as well as at the sector level. If this primary objective must be achieved, then the lead government ministry and coordinating institution as well as the entire institutional framework must be well-resourced (human and institutional capacity-wise), efficient and effective to play this primary role.

In the Outcome Document of the 2030 Agenda, the United Nations Member States stressed the importance of a system-wide strategic planning, implementation and reporting structures that ensure coherent and integrated support to the implementation of the 2030 Agenda for Sustainable Development.

Further, in one of its reports released in 2014 and entitled 'Delivering the Post-2015 Development Agenda: Opportunities at the National and Local Levels', the United Nations Development Group (UNDG) speaks of the need to focus attention and investments at the national and local levels if we are to make transformative shifts that will advance human and sustainable development in programme countries.

The UNDG also designed an interim reference guide for United Nations Country Teams (UNCTs) to support Member States and national stakeholders in tailoring the 2030 Agenda for Sustainable Development to national contexts, adopting an integrated and coordinated approach to sustainable development and collective actions at all levels.

More so, the vision of the new United Nations Development Programme (UNDP) Strategic Plan 2018-2021 lays emphasis on the strategic positioning of the organization to provide country-level SDG support and global development and advisory implementation services on the SDGs and emerging development issues.

Therefore, the above frameworks provide sound building blocks and change instruments that are critical for guiding effective support to the implementation of the SDGs in Botswana and other emerging development issues to achieve the ultimate development results with the greatest impact at the national and sub-national levels. As such, the primary focus on the following strategic interventions that are key drivers of the change envisaged at the national and sub-national levels: They are:

- a) **Strong political will, commitment, national ownership and leadership** are important drivers of change and achieving positive development results. In like manner, these will be critical for driving the implementation of the SDGs within and across the entire country, ensuring that all relevant actors and citizens are involved in the process. Therefore, a priority

focus of this project will be to garner strong political will and commitment along with strong national ownership and leadership to facilitate the smooth implementation and realization of the SDGs in Botswana at all levels.

- b) **Strong institutional framework and coordination structure** must be in place and fully operational to support planning, localisation and mainstreaming, monitoring, reporting and evaluating performance on the implementation of the SDGs at national and sub-national levels.

During the MDG era, the absence of a strong institutional framework and a fully functional coordination structure in many developing countries led to poor oversight and performance in the implementation of the MDGs. This is therefore an important lesson that is taken forward, as we support the implementation of the SDGs in Botswana. A strong and adequately resourced institutional framework and coordination system that can act as independent and trusted bodies for the implementation and coordination of the SDGs need to be established and fully operational.

The Government of Botswana must be commended in this regard for taking a bold step to establish the institutional framework through the MFED in consultation with its development partners and coordination structure through the National Secretariat, which is based within the MFED.

However, effort must be made to strengthen these establishments to have them perform their functions to lead and coordinate the implementation of the SDGs in Botswana. The establishments in place are the MFED (as the lead government coordinating body and supported by the SDGs National Secretariat), the National Steering Committee and the SDGs Technical Task Force.

The multi-sectoral nature of the existing institutional framework is highly commendable, in that it includes sector ministries, departments, and local authorities; development partners (bilateral and multilateral organizations); civil society organizations; and the private sector. However, effort must be made to ensure that there is representation from grassroots organizations, youth and women's organizations, people with disabilities (PWDs), traditional leaders, community development practitioners, academic and research institutions and other members of society.

- c) The formulation of a **communications strategy** and operational plan led by a trained communications officer to support advocacy and sensitization through awareness raising on the 17 SDGs, 169 targets and 230 indicators. The communications officer is expected to be recruited by the Government of Botswana and placed in the Secretariat. This is critical for ensuring that the public is equally and actively involved in the implementation of the SDGs and have a say in the articulation of policies and strategies that are gender responsive and sensitive to the SDGs and the needs of all members of society including policy-makers, donors, development partners, the business community, civil society, children, youth, women, the elderly, traditional leaders, PWDs, and the grassroots at community level.
- d) **Enhanced Data, Monitoring, Reporting and Evaluation systems:** In the absence of timely and reliable disaggregated data, monitoring, reporting and evaluating Botswana's performance against the SDG targets and indicators will prove to be a challenge, as was the case in many countries with the MDGs. Disaggregated data are therefore critical change instrument for driving evidence-based development planning and management, as well as policy-making at national and sub-national levels, especially for the most vulnerable groups in society. Timely generation of reliable disaggregated data and effectively monitoring implementation of the SDGs will highly depend on the establishment of an integrated monitoring and evaluation system. Such system will be critical for enabling joint measurement and reporting on progress of the SDGs at national and sub-national levels.

- e) **Funding:** This is a critical driver of change. Hence, there is a need to pool-fund to support the development of interventions and the implementation of the SDGs at national and sub-national levels. This will require an integrated approach to resource mobilization by key collaborating partners on the SDGs. So, effort must be made by the Government of Botswana to forge strategic partnerships with various actors including the private sector and development partners on the SDGs and other development interventions, not only through implementation but also through joint funding and monitoring of development results. Perhaps the need to undertake a development finance assessment based on experiences from other emerging economies could provide a good entry for this endeavour.

III. RESULTS AND PARTNERSHIPS

Expected results

Component 1: Enhanced capacity of the Ministry of Finance and Economic Development through the SDGs National Secretariat to ably coordinate and lead the implementation of the SDGs in Botswana, as defined in the SDG ROAD MAP.

As stated in the theory of change, the success of implementing and achieving the SDGs in Botswana will not be possible in the absence of a strong and adequately resourced institutional framework and coordination structure to oversee and support the implementation of the SDGs at national and sub-national levels. The Government of Botswana has designated the Ministry of Finance and Economic Development to lead and coordinate the implementation of the SDGs. To this effect, it has established the SDGs National Secretariat in the Ministry to help it to perform this key function.

Further, the MFED has worked with other development actors to establish an institutional framework to support the Ministry in the implementation of the SDGs. The framework comprises the SDGs National Steering Committee, which is co-chaired by the Secretary on Economic and Financial Policy in the MFED and the United Nations Resident Coordinator, and the SDGs Technical Task Force, which is comprised of technical level focal points from various institutions/organizations in and out of government. It is co-chaired by the Director of Population and Development Coordination Section in the MFED and the UNDP Economic Advisor.

While it is true that the Government alone cannot implement the SDGs given their interlinked, interconnectedness and cross-sectoral nature, its strong political will, commitment, ownership and leadership of the SDGs will help to bring together all partnering organizations and institutions to achieve maximum development impact from their implementation. In so doing, the Government's coordinating body, the Ministry of Finance and Economic Development and the SDGs National Secretariat, responsible for demonstrating this leadership, is expected to have the relevant technical, human and institutional capacity to play this important role in collaboration with sector ministries and departments, NSC, and the Technical Task Force.

Based on the above, one of the primary objectives of this project will be to enhance the existing capacity of the MFED/SDGs National Secretariat with a Project Manager to support the Ministry to ably play its lead and coordination role. The Project Manager will be placed in the National Secretariat located in the MFED and will work with the other staff already placed in the Secretariat to support the implementation of the SDGs and the National Roadmap.

Given the need to undertake robust awareness raising on the SDGs through advocacy and sensitization, a dedicated communication officer trained in communications, graphic design and print layout is expected to be recruited to work in the Secretariat under the direct supervision of the Project Manager. The Communication Officer will support the National Secretariat in consultation with the Communications Group in the implementation of the National SDGs Communications Strategy that is being developed with overall oversight from the NSC and technical support from the Technical Task Force.

Where possible and applicable, the Project Manager, Communication Officer and other staff in the National Secretariat and members of the TTF will be facilitated to participate in training workshops and seminars on SDGs that will further enhance their capacities to adequately support the MFED and NSC in working with various sectors and development actors to implement the SDGs in Botswana.

Component 2: Enhanced capacities of sector ministries and departments at national and sub-national levels to plan for the localisation and mainstreaming of the SDGs in their sector plans and budgets.

Under this component, capacity development interventions will be provided to sector ministries and departments to localise and mainstream the SDGs in their sector plans and budgets. Tailored-made training courses on various aspects of the SDGs (planning, mainstreaming, data collection and analysis, and monitoring, reporting and evaluation) will be developed in collaboration with academic and training institutions and provided to these sector ministries and departments as well as other actors at national, regional, local and community levels such as traditional leaders and community development practitioners.

Component 3: Advocacy and sensitization on the SDGs at national, regional, local, and community levels across the country.

In addition, as part of localizing the SDGs, specific advocacy activities will be undertaken to ensure that no one is left behind and that the public is aware and involved in the implementation of the SDGs. This is an important initiative that will help to institutionalize citizens' empowerment, engagement and a participatory process, thereby giving a voice to citizens in the implementation of the SDGs. This will be facilitated through a well-developed communications strategy and operational plan that is currently being developed. Outreach will involve various stakeholders in the society who would be sensitized and made aware about the SDGs. These will include civil society, the private sector, parliamentarians, community-based organizations, media, academic institutions, youth and women's organizations, people with disabilities, traditional leaders, community development practitioners, and relatively all members of the public. The means for such advocacy and sensitization will be through live events, printed materials in the local language, print and electronic media, seminars, workshops, billboards, trainings, brochures, forums and use of social media. Civil society, the private sector, academic and training institutions, local communities, the media, and development partners will be some of the major players to partner with in undertaking such advocacy and sensitization campaigns on the SDGs.

Component 4: Enhanced support provided to policy development, knowledge products, South-South & Triangular Cooperation, human development, and data for development on the SDGs to inform evidence-based planning, monitoring, reporting on the SDG and related strategic interventions.

This project will also provide support to policy development and the production of knowledge products based on Botswana's experience on the SDGs. This will be done in collaboration with academic and research institutions and think tanks. Specific knowledge products and publications will include newsletters, policy papers, policy briefs, brochures, SDG reports and other strategic materials on the SDGs.

Other strategic interventions and emerging development issues will also be supported under this component of the project. Such support will mainly focus on South-South and Triangular Cooperation, human development and other strategic SDG related issues that may emerge during the lifespan of this project and which may need to be supported.

Further, building on the lessons learned from the MDGs, there is increased awareness on the need for disaggregated data to inform evidence-based policy making and effective development planning, and budgeting on the one hand; and monitoring, evaluation and reporting on the SDGs on the other hand. This is particularly important in the case of the most vulnerable population (children, youth, women, PWDs, and the elderly) in the society and the drive to address their needs and other difficult development challenges of our time. In addition, reporting on the progress made in the implementation of the SDGs at the national and sub-national levels would need to be heavily supported by disaggregated data generated in the country. The MFED will be expected to coordinate the development of regular SDG progress reports, an indication that it would need to work with Statistics Botswana, National Strategy Office and sectors ministries to develop these reports. In this regard, through this project support will be provided to data analysis to enhance monitoring and reporting on the SDGs.

Resources Required to Achieve the Expected Results

To achieve the earmarked expected results of the four project components, it will require a well-coordinated effort, with the Government of Botswana through the Ministry of Finance and Economic Development demonstrating strong ownership and leadership as well as the political will and commitment across all sectors and institutions including the executive, judiciary and parliament. The role of the private sector and the international community cannot be overemphasized. Forging strategic partnerships with the private sector and development partners in supporting the implementation, monitoring, reporting and evaluation of the SDGs will be value addition to the results expected of the SDGs.

More so, the convening power and facilitative role of the United Nations Development System through the United Nations Resident Coordinator and in consultation with her counterparts in the United Nations Country Team will be quite critical in supporting the implementation and achievement of the SDGs in Botswana. As a body with a strong convening power, it is strategically placed to bring government and all stakeholders (private sector, development partners, civil society, academic and research institutions, youth and women's organizations, PWDs, traditional leaders, grassroots community members, etc) together to effectively support the implementation of the SDGs.

Partnerships

Given the ambitious and complex nature of the SDGs coupled with their huge technical and financial needs to implement them, it is well-noted that no one institution/organization can take full responsibility for their implementation. This is even though the primary responsibility rests with each United Nations Member State. Therefore, forging strong strategic partnerships around the SDGs, the Roadmap and the components of this project is an important foundation for the successful implementation and achievement of the SDGs. In fact, in the spirit of leaving no one behind and fostering the overarching goal of empowering citizens and institutions/organizations to adequately participate in the implementation of the SDGs, forging strategic partnerships is an imperative.

With the Government and the UNDS working and pooling their financial, technical and human resources together, with similar contributions from the private sector, academic and research institutions, bilateral and other multilateral partners, civil society, and youth and women's organizations, it will be quite critical for the realization of the SDGs in Botswana. There is no doubt that forging strategic partnerships around the mobilization of financial resources and the relevant technical expertise from all participating partners will serve as strong building blocks for achieving the SDGs.

Therefore, partnerships will be needed on the various components defined in this project to support the implementation of the SDGs and the Roadmap, and thus strategically position Botswana to achieve the SDGs by 2030. For instance, partnerships will be needed on advocacy and sensitisation; localisation and mainstreaming of the SDGs; capacity development interventions; generating knowledge products and policy development; resource mobilization; disaggregated data collection, analysis and dissemination; and monitoring, reporting and evaluating progress on the SDGs.

Risks and Assumptions

The key assumption is that if the key drivers of change defined in the strategy are adequately addressed, the implementation of the SDGs in Botswana will take a seamless path, hence facilitate the achievement of the SDGs by 2030, and at the same time achieve the development aspirations of the Government and people of Botswana by 2036.

However, there are risks if the driving forces dictating the theory of change for the smooth and effective implementation of the SDGs in Botswana are not addressed. This will make the implementation and achievement of the SDGs difficult, if not impossible. In other words, the SDGs will not be achieved in the absence of political will and commitment as well as national ownership and leadership; the absence of adequate capacity to localise and mainstream the SDGs at national, sub-national and sector levels; the absence of a fully functional and adequately resourced institutional framework and robust coordination entity; the absence of timely and reliable disaggregated data to support evidenced-based planning, budgeting, monitoring, reporting and evaluation; and finally, the absence of the overall funding to support the implementation of the SDGs.

Stakeholder Engagement

With the Government of Botswana in the driving seat through the MFED/National Secretariat, and the oversight and policy guidance of the National Steering Committee and technical support of the Technical Task Force, and the UNDS, working as a team under the delivering as one modality, there is no doubt that great strides can be made in the achievement of the SDGs. The other key actors that must be involved in this process are the private sector, civil society, regional bodies, youth and women's organizations, academic and research institutions, traditional leaders; community development practitioners, bilateral and multilateral partners, and the media.

In this engagement, the principles of equity, equality, inclusion, leaving no one behind, and conflict-sensitive and integrated approaches must be at the heart of implementing the 2030 Agenda and the SDGs in the country, to ensure the targeting of marginalized and disempowered groups like children, youth, women, the elderly and PWDs in the implementation of the SDGs.

South-South and Triangular Cooperation (SSC/TrC)

South-South and Triangular Cooperation (SS&TrC) has emerged as an important vehicle to accelerate human development, and has now assumed greater importance in the Global South and emerging developing economies like Botswana. It has increasingly demonstrated enormous contributions to development results through a variety of flexible cooperation modalities, including knowledge exchanges, technology transfers, financing, peer-to-peer support and neighbourhood initiatives.

Further, as per the outcome document of the third international conference on financing for development, developing countries were encouraged to voluntarily step up their efforts to strengthen SS&TrC, and further improve development effectiveness in line with the call of the Busan High-Level Forum. In addition, the 2030 Agenda along with its 17 SDGs stresses the importance of SSC in the implementation process. Specifically, SDG 17 places emphasis on the critical role of SS&TrC in achieving the ambitious 2030 Agenda.

In view of the above, SS&TrC will be an integral part of this project, leveraging on lessons learnt and best practices in other upper middle-income countries and emerging economies. This will be achieved by facilitating participation in seminars, workshops, forums, trainings, and bench-marking study tours in the region and in the Global South, as well as support the Government of Botswana to prepare its SS&TrC Strategy and action plan on the one hand and its monitoring and evaluation framework on the other hand.

Knowledge

Knowledge generation, management and dissemination will be integral part of the project as part of enhancing visibility and disseminating success stories of the project and the SDGs at national and sub-national levels. This will be obtained through the production of knowledge products such as national SDG progress reports, national SDGs Acceleration Framework report, SDG sector reports, newsletters, policy papers and briefs on topical SDG related issues and research on policy issues. These products are expected to give more visibility to the implementation of the SDGs in Botswana.

Sustainability and Scaling Up

The first line of responsibility for the implementation of the SDGs at national and sub-national levels rests with the Government of Botswana. To ensure that it performs this normative role, it will require the demonstration of high political will and commitment, and being in the driving seat and ensuring adequate financial support from its national budget to support the implementation of the SDGs.

Therefore, national ownership and leadership will be critical for ensuring sustainability of the implementation of the SDGs at the national and sub-national levels. To ensure sustainability of the project key deliverables, building and enhancing the capacities of national and sub-national institutions will be an integral part of the project. Further, where applicable, pilot initiatives will be planned and undertaken, and once successful will be replicated in other parts of the country.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Efforts will be made to do away with silos and fragmented approaches in the implementation of SDGs. A more coordinated and harmonized approach will be adopted to reduce duplication of efforts and transaction costs amongst partners involved in the implementation of the SDGs. For instance, this project could serve as the entry point for leveraging joint resource mobilization, joint reporting and joint programmes to support the implementation of the SDGs, the National Roadmap and other strategic and emerging development issues at the national and sub-national levels.

Project Management

The project will be implemented using national implementation modality. As such, the project will be directly implemented by the Government of Botswana through the Ministry of Finance and Economic Development (MFED) as the implementing partner. This entails that all project staff will be based in the MFED, within the National SDGs Secretariat. The key responsibility for overseeing the implementation of the project will rest with the head of the National Secretariat. This will be done in close consultation with the UNDP Resident Representative of the United Nations Development Programme and overall policy guidance of the co-chairs of the SDGs National Steering Committee (NSC), who will be responsible for directly communicating project information with other members of the NSC. The co-chairs of the TTF will provide technical oversight throughout the implementation of the project.

Where required, operations support to the implementation of the project for initiatives like procurement services through UNDP Operations Unit will be undertaken based on request from the implementing partner, MFED. This will then solicit direct project costing, which will also apply for other services performed by any other staff of UNDP.

Finally, as per the UNDP rules and procedures, this project will be subjected to national implementation modality audit, as may be required and deemed fit. The physical equipment that will facilitate the smooth operations of the project staff and implementation of the project will be procured from the project resources, mobilized for the project.

V. RESULTS FRAMEWORK²

² UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

Intended Outcome as stated in the UNSDF/Country Programme Results and Resource Framework:

- 1) **UNSDF Outcome 1:** By 2021, Botswana has high-quality policies and programmes towards the achievement of the Sustainable Development Goals and national aspirations.
 - 2) **UNSDF Outcome 2:** By 2021, Botswana fully implements policies and programmes towards the achievement of Sustainable Development Goals and national aspirations.
- UNSDF Outcome 3:** By 2021, state and non-state actors at different levels use high-quality data to inform planning, monitoring, evaluation and decision-making.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

1.1 Multi-dimensional poverty rates disaggregated by sex, location, age, income, gender, race, ethnicity, migratory status, and geographic location.

Related Strategic Plan Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods.

Related Strategic Plan Outcome 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles.

Applicable Output(s) from the UNDP Strategic Plan:

Project title: *Enhancing the Capacity of the SDGs National Secretariat to Support the Implementation of the SDGs and the Roadmap in Botswana*

Atlas Project Number:

EXPECTED OUTPUTS	OUTPUT INDICATORS ³	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year ...	FINAL	
Output 1 <i>Enhanced capacity of the MFED through the SDGs National Secretariat to ably coordinate and lead the</i>	<i>1.1 Terms of references for project formulated and approved by NSC for recruitment.</i>	<i>Advertisement, recruitment reports and other documents</i>	0	2017	1	0	0	0		1	<i>Drafting Reports, evidence of TORs developed, recruitment reports.</i>
	<i>1.1.1 Project Manager and Communication Officer recruited and onboard to support the institutional framework to implement the SDGs and Roadmap.</i>				2	0	0	0		2	

³ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

implementation of the SDGs in Botswana	1.2 A fully operationalized SDGs Secretariat with the relevant tool to work with.	Procurement plan and logistical and equipment procurement report	0	2017	1	1	1	1		4	Review of the procurement plan developed and operationalized
	1.3 SDGs roadmap operational and action plan produced annually to facilitate the implementation of key interventions.	Operational and action plan and update reports on the implementation	1	2017	1	1	1	1		4	Implementation project progress reports
Output 2: Enhanced capacities of sector ministries and departments at national and sub-national levels to plan for the localisation and mainstreaming of the SDGs in their sector plans and budgets.	2.1 Tailor-made training materials on the SDGs available and being fully utilised to training various officers on the localization and mainstreaming of SDGs 2.1.1 X number of national and local officers trained on the localization and mainstreaming of the SDGs	Training materials developed and the reports of various trainings undertaken.	0	2017	1	0	0	0		1	Review of training materials developed
	2.2 X number of training of trainers trained and actively involved in capacity development interventions	Reports of trainings conducted	0	2017	1	1	1	1		4	Review reports on the number of trainings and capacity building interventions undertaken.
Output 3: A comprehensive advocacy, sensitization and awareness drive undertaken across the	3.1 An operationalized SDGs communications strategy and implementation action plan	Reports on the implementation of the communications strategy	0	2017	2	0	0	0		2	The communications strategy and operational plan

country on the SDGs, targets and indicators, to ensure no one is left behind.	3.2 SDGs Roadmap prepared and launched, as well as advocacy and sensitization SDGs materials produced and being disseminated across the country.	SDGs Roadmap, as well as reports on the different advocacy and awareness initiatives undertaken throughout the country.	0	2017	1	1	1	1		4	Review of various advocacy and sensitisation materials developed
	3.3 Enhanced knowledge and understanding about the SDGs across the country.	Reports on the different advocacy and awareness initiatives undertaken throughout the country.	0	2017	1	1	1	1		4	Reports of advocacy and sensitisation undertaken every year to support the implementation of the SDGs
	3.4 Parliamentary assessment report; formation of SDG caucuses in parliament and parliamentarians actively involved in the implementation of the SDGs	Assessment report, reports on the involvement of parliamentarians in the implementation of the SDGs.	0	2017	1	1	1	1		4	Reports of engagements with parliamentarians on the SDGs Parliamentary assessment report and report on the formation of parliamentary causes.
	3.5 Appointment of SDG Ambassadors and their active engagement in the implementation of the SDGs	Reports on the appointment and involvement of SDG Ambassadors in the implementation of the SDGs	0	4	4	4	5			17	Performance reports of SDG Ambassadors appointed to support the implementation of the SDGs

<p>Output Enhanced support provided to policy development, knowledge products, South-South & Triangular Cooperation, human development, and data for development on the SDGs to inform evidence-based planning, monitoring, reporting on the SDG and related strategic interventions.</p>	4:	4.1 X number of SDGs national and regional reports	Performance report of Botswana on the implementation of the SDGs	1	2017	1	1	1	1		4	SDG progress reports
		4.1.1 SDGs acceleration framework										
		4.2 SDG baseline indicators report	Baseline indicators report	0	2017	1	0	0	0		1	The SDG baseline indicators report
		4.3 XX Number of knowledge products on the SDGs produced	Knowledge products produced and giving more visibility on Botswana's progress on the SDGs	0	2017	4	4	4	4		16	Knowledge products documents produced
		4.4 XX Number of domestic and external training events on SDGs that Botswana has participated in.	Mission reports	2	2017	3	3	3	3		12	Reports on training events attended
		4.5 Development finance assessment (DFA)	DFA report	0	2017	1	0	0	0		1	Report of the DFA considering the domestic and international sources of funds to support the implementation of the SDGs
		4.6 SS&TrC Strategy, Action Plan and M&E Framework	SS&TrC Strategy & Action Plan & M&E Framework	0	2017	1	0	0	0		1	SS&TrC Strategy available along with the implementation action plan & M&E framework
		4.7 X Number of National Human Development Reports (NHDR) produced and strategic emerging issues supported	NHDRs	4	2017	1	0	0	1		2	NHDRs
	4.8 Mid-term and final evaluation reports of the project document.	Mid-term evaluation report	2	2017		1		1		2	Reports of the mid-term and final evaluation of the project	

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: [Note: monitoring and evaluation plans should be adapted to project context, as needed]

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	NS/NSC/TTF	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	NS	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	NS/TTF	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	NSC/TTF/NS	

Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		NS/TTF	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least four times in year	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	NSC/NS	

Evaluation Plan⁴

<i>Evaluation Title</i>	<i>Partners (if joint)</i>	<i>Related Strategic Plan Output</i>	<i>UNSDF/CPD Outcome</i>	<i>Planned Completion Date</i>	<i>Key Evaluation Stakeholders</i>	<i>Cost and Source of Funding</i>
<i>Mid-Term Evaluation of the Project</i>	<i>MFED/NSC/NS/TTF</i>			<i>31 December 2019</i>	<i>All participating partners</i>	<i>35,000/project fund</i>
<i>Final Evaluation of the Project</i>	<i>MFED/NSC/NS/TTF</i>			<i>31 December 2021</i>	<i>All participating partners</i>	<i>40,000/project fund</i>

⁴ Optional, if needed

VII. MULTI-YEAR WORK PLAN ⁵⁶

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
Output 1: Enhanced capacity of the MFED through the SDGs National Secretariat to ably coordinate and lead the implementation of the SDGs in Botswana	1.1 Strengthen the capacity of the National SDGs Secretariat (NS) in the MFED by recruiting and placing therein a i) Project Manager at the NOC level	64,000	64,000	64,000	64,000	MFED/NS/NSC	GoB/MFED, UNDS		256,000
	1.2 Strengthen the capacity of the National SDGs Secretariat (NS) in the MFED by recruiting and placing therein a ii) Communication Officer	50,000	50,000	50,000	50,000	MFED/NS/NSC	GoB/MFED, UNDS		200,000
	1.3 Ensure the necessary support is provided to the NSC and Technical Task Force to perform their functions. This will require preparing for meetings, drafting reports, taking minutes of meetings, updating the NSC on the implementation of the SDGs, contributing to policy discussions on the SDGs and performing any other functions as may be required by the NSC.	4,000	4,000	4,000	4,000	MFED/NSC	GoB/MFED, UNDS,		16,000

⁵ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁶ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	1.4 Develop an operational annual work plan	1,000	1,000	1,000	1,000	NS/TTF	GoB/MFED, UNDS, Private Sector & other partners (donors)	4,000
	MONITORING	2,000	2,000	2,000	2,000	NSC/NS	GoB/MFED, UNDS, Private Sector & other partners (donors)	8,000
	Sub-Total for Output 1							484,000
Output 2: Enhanced capacities of sector ministries and departments at national and sub-national levels to plan for the localisation and mainstreaming of the SDGs in their sector plans and budgets.	2.1 Design tailor-made SDGs trainings for planning, budgeting and M&E Officers to localize and mainstream the SDGs.	10,000	10,000	10,000	10,000	NS/TTF/Academic Training Institutions &	GoB/MFED, UNDS, Private Sector & other partners (donors)	40,000
	2.2 Provide training to planning, budgeting and M&E Officers on the localization and mainstreaming of the SDGs.	5,000	5,000	5,000	5,000	NS/TTF/Academic Training Institutions &	GoB/MFED, UNDS, Private Sector & other partners (donors)	20,000
	2.3 Train training of trainers (ToTs) to support capacity development interventions at the national, sub-national, and sector levels in the localization, prioritization and mainstreaming of SDGs	5,000	5,000	5,000	5,000	NS/TTF/Academic Training Institutions &	GoB/MFED, UNDS, Private Sector & other partners (donors)	20,000
	MONITORING	2,000	2,000	2,000	2,000	NSC/NS/TTF	GoB/MFED, UNDS, Private Sector & other partners (donors)	8,000
	Sub-Total for Output 2							88,000

Output 3: A comprehensive advocacy, sensitization and awareness drive undertaken across the country on the SDGs, targets and indicators, to ensure no one is left behind.	3.1 Prepare annual work plan for the implementation of the National SDGs communications strategy	2,000	2,000	2,000	2,000	NS/TTF	GoB/MFED, UNDS, Private Sector & other partners (donors)	8,000
	3.2 Support the preparation and launch of the SDGs Roadmap, as well as prepare IEC materials in both English and the official local language to facilitate implementation, advocacy, sensitisation and awareness raising on the SDGs.	10,000	10,000	10,000	10,000	NS/TTF	GoB/MFED, UNDS, Private Sector & other partners (donors)	40,000
	3.3 Carry out advocacy and sensitization works on the SDGs across the country through awareness raising, ensuring that all citizens and relevant actors are involved in the process including the media, parliamentarians, communities, private sector, youth, women, PWDs, traditional leaders, community development practitioners, academic institutions at primary, secondary and tertiary levels, policy-makers, etc.	10,000	10,000	10,000	10,000	NSC/NS/TTF	GoB/MFED, UNDS, Private Sector & other partners (donors)	40,000
	3.4 Undertake a parliamentary assessment to mobilize the interest of parliamentarians and their involvement in the advocacy, budgeting for and implementation of the SDGs.	15,000	2,000	2,000	2,000	NSC/NS/TTF	GoB/MFED, UNDS, Private Sector & other partners (donors)	21,000
	3.5 Appoint and train SDG Ambassadors to play instrumental role in the advocacy work and implementation of the SDGs at national and local levels.	4,000	4,000	4,000	4,000	NSC/NS	GoB/MFED, UNDS, Private Sector & other partners (donors)	16,000
	3.6 Organize SDG contests and competitions among academic institutions at the primary, secondary and tertiary levels.	7,000	7,000	7,000	7,000	NSC/NS/TTF	GoB/MFED, UNDS, Private Sector & other partners (donors)	28,000

	MONITORING	2,000	2,000	2,000	2,000	NSC/NS	GoB/MFED, UNDS, Private Sector & other partners (donors)	8,000
	Sub-Total for Output 2							161,000
Output 4: Enhanced support provided to policy development, knowledge products, South-South & Triangular Cooperation, human development, and data for development on the SDGs to inform evidence-based planning, monitoring, reporting on the SDG and related strategic interventions.	4.1 Produce SDG national and regional reports to showcase progress of Botswana in the implementation of the SDGs at national and sub-national levels.	15,000	10,000	10,000	10,000	NS/TTF	GoB/MFED, UNDS, Private Sector & other partners (donors)	55,000
	41.1 SDGs Acceleration Framework							
	4.2 Produce SDG knowledge products on the SDGs such as policy papers, policy briefs newsletters and articles, thus giving more visibility to Botswana in the implementation of the SDGs.	10,000	10,000	10,000	10,000	NS/TTF/Academic Training Institutions	GoB/MFED, UNDS, Private Sector & other partners (donors)	40,000
	4.3 Facilitate the participation of relevant SDG focal points and project staff in various fora on the SDGs including seminars, workshops and training programmes.	10,000	10,000	10,000	10,000	NSC/NS	GoB/MFED, UNDS, Private Sector & other partners (donors)	40,000
	4.4 Support Development Finance Assessment to explore the financial landscape for supporting the implementation of the SDGs	20,000	5,000	5,000	5,000		GoB/MFED, UNDS, Private Sector & other partners (donors)	35,000
	4.5 Support to the production and launching of NHDRs and other strategic emerging development issues	30,000	10,000	5,000	5,000			50,000
	4.6 Support the development of SDG South to South Cooperation strategy and Action plan							20,000

	MONITORING	1,000	1,000	1,000	1,000	NSC/NS/TTF	GoB/MFED, UNDS, Private Sector & other partners (donors)	4,000
	Sub-Total for Output 4							244,000
Evaluation (as relevant)	EVALUATION		X		X	NS/TTF/NSC	GoB/MFED, UNDS, Private Sector & other partners (donors)	25,000
General Management Support		X	X	X	X	UNDP	GoB/MFED, UNDS, Private Sector & other partners (donors)	64,000
								89,000
TOTAL								1,066,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Given the challenging nature of project management, it certainly requires a broad mix of skills in handling, processing and communicating information. As such, effort will be made to invest in and engage with the people who will be involved in the project management process, which will contribute to achieving the project results. On this basis, this section speaks of the roles of various actors who will be involved in the implementation of this project, and overall the SDGs and SDGs Roadmap.

The Project Board/SDGs National Steering Committee

The role of the Project Board (PB) in this project will be played by the SDGs National Steering Committee. This Committee is primarily responsible for providing overall governance and policy guidance to the implementation of the SDGs, hence this project and the SDGs Roadmap. The PB, as per the diagram showcasing the structure of the project, comprises the Executive, the Senior Beneficiary and Senior Supplier.

The Senior Beneficiary

In this project, the role of the Senior Beneficiary will be played by the MFED/SDGs National Secretariat. Its key function is to represent the interests of the partners during the implementation of the project, the SDGs and SDGs Roadmap. It is expected to specify the benefits of the project and ensure that ensure that the key deliverables of the project have been met as agreed and approved in the NSC meetings.

The Executive

The Executive in this project comprises the Permanent Secretary of the MFED and United Nations Resident Coordinator. They both will provide policy guidance and overall supervision of the project and the overall implementation of the SDGs and its National Roadmap. Further, they will ensure that the key project interventions are focused throughout the life of this project to achieve the primary objectives and earmarked deliverables. In the discharge of their functions, they will be supported by the Senior Beneficiary and the Senior Supplier to ensure that the project gives value for money, ensuring a cost-conscious approach, balancing the demands of the partnering institutions and those whose lives are intended to be impacted by the project, and overall the SDGs.

The Senior Supplier

The Senior Supplier comprises the MFED/National Secretariat, UNDS, Donors, Private Sector and other partners. These partners will represent the interests of those designing, developing, facilitating, procuring and implementing the project's interventions. This role is accountable for the quality of interventions delivered by the project and is responsible for the technical integrity of the project. Additional functions of this group will be to assess and confirm the viability of the project approach, ensure that proposals for designing and developing the products are realistic, advise on the selection of design, development and acceptance methods, ensure that the resources required for the project are made available, and make decisions on escalated issues. This group will be heavily assisted by the Technical Task Force in the discharge of its functions.

Project Manager and Project Management Team

The Project Manager will be recruited under this project and placed in the MFED to form part of the SDGs National Secretariat. In addition, a dedicated Communication Officer will be recruited and placed in the Secretariat as well and will be responsible for supporting the existing Secretariat staff in the implementation of the SDGs Communications Strategy. Both the Project Manager and the Communication Officer will work under the direct supervision of the head Secretariat in the MFED with some reporting line to the UNDP Resident Representative during the implementation of the project, to support the implementation of the SDGs, the Roadmap, SS&TrC, human development

and other strategic emerging issues under the guidance and oversight of the NSC and technical support from the TTF.

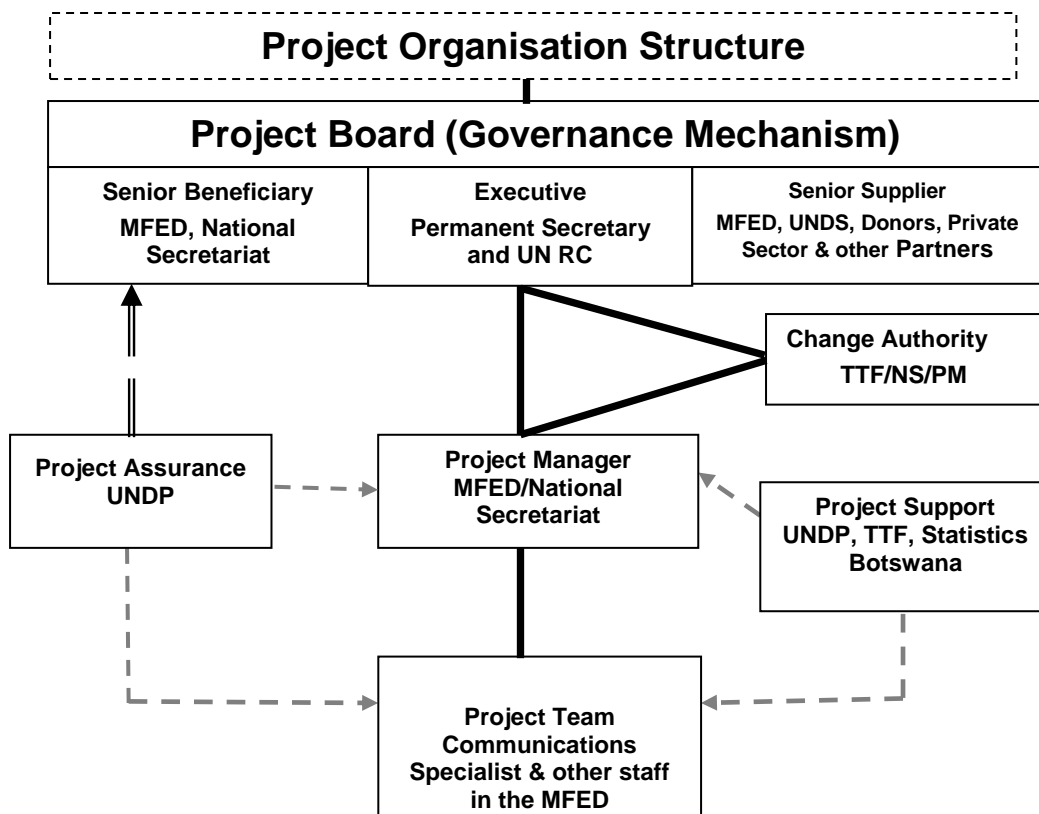
Specifically, the Project Manager will undertake the day-to-day management of the project; identify and obtain any support and advice required for the management, planning, and control of the project; report progress through regular updates (e.g., meetings, email messages, briefings, presentations, reports, etc.); provide support to the implementation of the SDGs Roadmap and overall the SDGs; and undertake project monitoring, reporting and evaluation of the project interventions, as outlined in this project and action plan of the SDGs Roadmap that will be produced by the National Secretariat with support from the Technical Task Force.

The Project Assurance

Given the fact that the Project Assurance’s role is independent of the Project Manager, this role will be played by UNDP during its life span to primarily cover the interests of the project’s primary stakeholders. Key among the responsibilities are the following: ensuring that risks are controlled; that the right people are involved in the project quality assurance; that staff are properly trained in the quality methods; that quality methods are being correctly followed; that quality control follow-up actions are dealt with correctly; that an acceptable solution is being developed; that the scope of the project is not changing unnoticed; that internal and external communications are working and that applicable standards are being used, as the UNDP rules and procedures.

Change Authority

As per the institutional arrangements for implementing the SDGs and designated by the SDGs National Steering Committee, the Change Authority role will be played by the National Secretariat, the Project Manager, and the SDGs Technical Task Force. Some of their key functions will include reviewing and approving or rejecting all requests for change and off-specifications within the delegated limits of authority and change budget set by the Project Board, and referring to the Project Board if any delegated limits of authority or allocated change budget are forecast to be exceeded.



IX. LEGAL CONTEXT

Where the country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

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

X. RISK MANAGEMENT

Government Entity (NIM)

1. Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and

(b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

9. *In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.*
10. *The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.*

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. *UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement.*

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

12. *Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.*
13. *Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.*
14. *The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, mutatis mutandis, in all sub-contracts or sub-agreements entered into further to this Project Document.*

XI. ANNEXES

1. *Project Quality Assurance Report*
2. *Social and Environmental Screening Template [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. (NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*
3. *Risk Analysis. Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions*
4. *Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)*
5. *Project Board Terms of Reference and TORs of key management positions*