Project Title: Enhancing the Role of Religious Education in Countering Violent Extremism in Indonesia
Project Award ID: 00101963
Implementing Partner: UNDP CO Indonesia
Responsible Party: State Islamic University of Jakarta – Center for the Study of Islam and Society (Pusat Pengkajian Islam dan Masyarakat – Universitas Islam Negeri Jakarta/PPIM-UIN)
Start Date: 1 April 2017
End Date: 31 March 2018
IPAC Meeting Date: 21 March 2017

Brief Description

Indonesia is experiencing an increasing trend of violent extremism and radicalization, with terrorist attacks in various places of the country. The number of violent conflicts in Indonesia which relates to religious-based violence and intolerance has been steadily increasing in the last ten years. With more than 200 cases of religious-based violence per year, the issue of violent extremism and radicalization is a serious matter for Indonesia. In addition to men, women’s active involvement is increasing. While the motivations for radicalization for men and women is similar, the process of radicalization differs for each gender, and this is a factor to take into account for counter-violent extremism programming.

With funding from the Government of Japan, UNDP Indonesia in collaboration with the State Islamic University (UIN Syarif Hidayatullah, Jakarta) will implement the present project called “Enhancing the Role of Religious Education in Countering Violent Extremism in Indonesia” that will address the issue of radicalization and violent extremism through the entry point of religious education.

The project aims to develop the potential of religious education in schools in Indonesia to promote peace and tolerance and counter violent extremism. The project activities aim at preventing the spread of extreme attitudes and violent behavior, and radicalism in schools, colleges and other educational institutions. This project also seeks to strengthen the involvement of students, teachers and students in countering the spread of extreme attitudes, violent behavior and radicalism. It will take gendered differences into consideration by incorporating a gender-sensitive and gender-responsive framework. These objectives will be pursued through four components: research and survey, advocacy and policy engagement, public campaign, quality assurance and coordination.

As an innovative project in the field of countering terrorism and preventing violent extremism in Indonesia, this project will open up wider opportunities for UNDP, the Government of Japan and other relevant partners in contributing to Indonesia’s efforts in countering violent extremism and intolerance.
<table>
<thead>
<tr>
<th>Contributing Outcome (UNDAF/CPD, RPD or GPD):</th>
<th>Total resources required: $ 3,380,400</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UNPDF/CPD</strong> 2016-2020 Outcome:</td>
<td><strong>Total resources allocated:</strong> $ 3,380,400</td>
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<tr>
<td><strong>Outcome:</strong></td>
<td><strong>UNDP TRAC:</strong> -</td>
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<tr>
<td><strong>Benefit from enhanced access to justice and more responsive, inclusive and accountable public</strong></td>
<td><strong>Government:</strong> $ 3,380,400</td>
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<td><strong>Institutions that enjoy public trust.</strong></td>
<td><strong>In-Kind:</strong> -</td>
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<tr>
<td><strong>UNDP Strategic Plan 2014-2017 Outcome:</strong></td>
<td><strong>Unfunded:</strong> -</td>
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<tr>
<td><strong>Outcome:</strong></td>
<td><strong>Project Output 1:</strong> Development of evidence-based knowledge through research and survey on Countering Violent Extremism in a gender sensitive approach (GEN 3)</td>
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<td><strong>Indicative Output:</strong></td>
<td><strong>Project Output 2:</strong> Strengthened Advocacy and Policy Engagement on Countering Violent Extremism. (GEN 3)</td>
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<td><strong>CPD 2016-2020</strong></td>
<td><strong>Project Output 3:</strong> Increased public awareness and knowledge on Countering Violent Extremism. (GEN 3)</td>
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<td><strong>Output:</strong></td>
<td><strong>Project Output 4:</strong> Project implementation quality is assured and proper coordination mechanism established among relevant stakeholders (GEN 3)</td>
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Agreed by
UNDP Country Director,

Christophe Bahuet
Date: 1 April 2017
I. DEVELOPMENT CHALLENGE

In recent years, the world has witnessed new waves of violent extremism that have taken the lives of many innocent people. Whether based on religious, ethnic or political grounds, these extremist ideologies glorify the supremacy of a particular group, and oppose a more tolerant and inclusive society. Religious extremists tend to reject the notion of a peaceful co-existence between different faith-based communities and they reject dissent and choice. Extreme right-wing nationalists movements tend to protect the identity of a race or nationality, and oppose policies or trends towards more diverse societies that can undermine the preservation of that identity. Not only youth are involved, radicalization impacts on different age categories (although more on youth than others), on different faiths, on the educated as well as the non-educated, the employed and un-employed, on men as well as women (although more men are involved than women). The number of women’s active and direct involvement have been increasing in the last few years. While these numbers are disproportionate to men’s contribution, ignoring women’s engagement undermines the numerous ways women directly and indirectly participate in the dynamics of violent extremism and the enormous potential women can play in countering violent extremism.

Since 2002, at least 17 terrorist incidents have occurred in Indonesia. In that span, more than 100 people were killed and more than one thousand people wounded as the result of terror acts by Indonesian perpetrators on Indonesian soil. In early 2016, at least three terrorists detonated bombs near an American cafe in central Jakarta. They also threw a grenade to a police post nearby, destroying the post and taking the lives of three men. In December 2016, two women were arrested in plotting two separate attacks at the presidential palace in Jakarta and Bali. This extremism has increased over the years, and the Indonesian police authority has responded to such threat. But it is perhaps only a symptom of an increased terror, violent and radical activism that needs to be adequately addressed in a larger context.

Religious education is often associated with a culture of violence and extremism. While it is recognized that violence and extremism are certainly not the purpose of Islamic religious education, these two terms have been repeatedly linked to Islamic religious education, including in Indonesia. While Indonesia has to strengthen its democracy and make further progress in human development, radicalism and even terrorism have become serious threats, and in some cases are compounded by rising religious conservatism in the society.

Unlike in other countries, the Indonesian government plays an important role in developing religious education. Since the 1970s, the government has promoted basic education for the general population, modernizing primary and secondary education, and including religious subjects in the national curriculum. Furthermore, since the beginning of the New Order era, Islamic educational institutions such as pesantren and madrasah—which are mostly founded by private or informal institutions—must also follow the national curriculum, and comply with state regulations. On one hand, pesantren is continuously recognized as an autonomous institution, and honored as a community-based educational institution. Madrasah, on the other hand, is supported to teach Islam and religious subjects, but at the same time it is required to introduce sciences and general subjects to its students.

During the 1980s and 1990s, major changes in the curriculum of Islamic religious education in Indonesia have turned madrasah into education institutions increasingly integrated in Indonesia’s national education. In fact, the share of general studies reached 70%, while religious studies have been reduced to only about 30% of madrasah curriculum. As a consequence, all madrasah graduates have equivalent degree recognized by other schools in general, enabling them to pursue undergraduate studies in public universities.
This is where the problem lies. On one hand, the government has made various efforts to improve Islamic education. On the other hand, this increased attention paid by the government still focus mainly on institutional development of religious education, often at the expense of the essence and content of religious education itself. As a result and unlike in *madrasah*, religious education in public schools lacks proper attention from the government. Equal as they might seem, *madrasah* remains considered a religious school, an Islamic school and the public school is a main school for the general public where religion, unlike hard sciences, is only a subject with lesser significance in the curriculum. As a result, the teaching of religion in public schools lacks proper management and qualifications, i.e. inadequate support in religious textbook writing and production, less qualified teachers et cetera. Even worse, school students often gain an understanding of religion informally, in which school-based student organizations such as ROHIS often have a bigger role in developing student’s religious perception, attitudes and behaviour.

Recent research and studies show that indeed some elements of radicalism have entered Indonesia public schools. PPIM-UIN research (2008 and 2010) suggests that many teachers of Islamic religion in public schools develop an exclusive view of their own group. They tend not to appreciate the differences in others or show a lack of respect for pluralism. Other research organizations such as Maarif Institute (2011) show that the culture of violence and radicalism gains ground among the youth in Indonesia.

A new research by PPIM-UIN (2015 and 2016) even asserts a new finding that there are serious problems with the writing and production of textbooks for religious subject in public schools. PPIM-UIN research has discovered several problematic concepts, radical understandings of belief on jihadism, war and murder stories, and religious expressions such as "Infidels should be killed" – all of which are questionable aspects of introducing religion to school children. These cases have become a big concern for many, including parents, religious and social activists and others.

II. Strategy

This project on ‘Enhancing the Role of Religious Education in Countering Violent Extremism in Indonesia’ is a one year project designed to identify and address the underlying factors that foster the growth of violent extremism in religious education taking into account gendered differences. It is an optimistic response to the existing conditions and a contribution to the serious ongoing efforts to fight violence and extremism by developing all the constructive potentials of Islamic and religious subjects to be equally integrated in schools with high-quality learning and instructions — mainstreaming religious education — in Indonesia.

Research and studies conducted by other organizations have shed some light on the importance of peace and education, but the project wishes to promote a more inclusive understanding of religion and a human rights and gender equality based approach which can be introduced at schools and campuses to prevent violence and extremism among school children and university students. A human rights approach maintains the basic rights all men and women are entitled to, and the prohibition of discrimination based on sex. Gender mainstreaming takes this further by integrating a gender perspective into the project. In order to achieve a fair and equitable outcome, the different needs and experiences of men and women need to be considered. Thus, gender mainstreaming is part of this project’s strategy in providing an in depth gender analysis in the preliminary stages and ensuring gender is an integral part in the operations and implementation phases. The project will be implemented by PPIM-UIN with close supervision from UNDP. In implementing the project, PPIM-UIN will engage NGOs and campus-based organizations across the country. UNDP will provide management support, financial accountability and quality assurance, including
through monitoring and evaluation. UNDP will also engage with ministries and development partners which also active in preventing violent extremism. Moreover, UNDP will document and analyse the project approach and progress to show its value and the contributions made to countering terrorism and violent extremism. UNDP will also capitalize on its regional and global network to share the best practices and lessons learned from this initiative.

The project has been designed in a way that fully recognizes that no actor alone is able to prevent and address the destructive phenomenon of terrorism and violent extremism, and that coordination and partnerships are essential elements of a successful strategy.

The project strategy follows sequential block of activities in identifying and addressing key issues. It starts with research and survey, followed with advocacy/policy engagement and public campaign. Coordination among stakeholders will be ensured for effective implementation.

The success of this project will depend on how PPIM-UIN and UNDP prepare, implement and evaluate all activities. For that reason, the project follows an approach, which is to assess how the project is run, but also how the process of involvement of each organization/participant is being realized.

In the medium and long term, it is expected that there will be a change in attitudes, mindset and behaviors of men and women that have an impact on the healthy growth of religious life in Indonesia, strengthened by a more inclusive, open and tolerant models of religious education. In the short term, i.e. during the year of implementation of the project, it is expected that there will be an increased public participation of men and women in the production of knowledge, a broader public awareness and a more robust decision making process to encourage the strengthened roles of religious education in its efforts to counter violence, extremism and radicalism in Indonesia.

Our strategy to achieve this is to utilize a theory of change in the project as follows. First, this project will map out the difference between the desired and actual results. We believe that the prevention of terrorism, violence and radicalism in Indonesia is necessary to limit and avoid the spread of extreme attitudes and violent behaviour, and radicalism in schools, colleges and other educational institutions in Indonesia. This is, however, not an easy task. PPIM will be constantly using the available and up-to-date information on terrorism, violence and radicalism to improve the project design and, implementation and communicate them more effectively to participants and stakeholders in Indonesia, Japan and other relevant countries. This project will strengthen stakeholders’ involvement to make sure that PPIM is able to see the challenges and foresee any possible shortcoming in advance.

Second, based on the first step, the project will work with all participants and stakeholders to agree on the model and the results to be achieved. This is to fill the gap that might appear between the desired results (from performance information) and the challenging conditions that may still exist (from evaluation results). From there, the project will decide the models and forms of interventions used to achieve the results in counteracting the spread of extreme attitudes and violent behaviour and radicalism in Indonesia.

Third, in addition to planning, monitoring and evaluation, this project is committed to assess and clarify whether the project logic and its implementation strategy work as originally envisioned. To achieve this, the project will work closely with UNDP to identify the information needs, system designs, and the ongoing system development support to ensure that the program is relevant, timely and action-oriented with a strong performance. In this critical phase, the project will also ensure the distribution of roles, an important contribution of the participants in a transparent and accountable
manner. This step is very critical to make sure that the results of assessment made are relevant, accurate and accessible.

Lastly, PPIM-UIN and UNDP will ensure an inclusive method taking into equal consideration a variety of perspectives and diversity of participants’ background — including gender — so as to achieve the best impact in our efforts in preventing terrorism, violence and radicalism in Indonesia. With this strategy, PPIM-UIN and UNDP are committed to promote a fully inclusive understanding of the problems and challenges in preventing the spread of terrorism, violence and extremism in the context of Islam and Indonesian education system.

III. RESULTS AND PARTNERSHIPS

The project aims to develop the potential of religious education in schools in Indonesia to promote peace and tolerance and counter violent extremism. The activities in this project aim at preventing the spread of extreme attitudes and violent behaviour, and radicalism in schools, colleges and other educational institutions.

Expected Results

Indonesia has a large Muslim student population, where 34 million Muslim students enrolled in public schools, ranging from Elementary to High Schools. In addition, approximately 9.2 million Muslim students also go to Madrasah education system. In 2016, the data shows that there are 49,337 Madrasahs, ranging from Elementary level to High School level, in Indonesia. About 92.1% of them (45,451) is private Madrasahs run by independent religious institutions across the country. Only 7.9% of them (3,886) are state-run Madrasahs organized and sponsored by the Ministry of Religious Affairs.

In 2011, Indonesia had a total 4.8 million university students, and this number increases every year. Recent data from the Ministry of Research and Higher Education (Kemenristekdikti) show that these university students are enrolled in 370 State Universities (PTN) and 4,043 Private Higher Education (PTS) universities. Meanwhile, the category of State Islamic Universities (PTKIN) which are administered by the Ministry of Religious Affairs includes three types of universities, namely the State Islamic University (UIN), State Institutes of Islamic Studies (IAIN) and State Islamic Colleges (STAIN). Currently the total number of PTAIN is 53, comprising of 11 UINs, 23 IAINs, and 19 STAINs.

Although envisioned to focus on the strengthening of Islamic and religious education in fostering peace and countering violent extremism, it is unlikely that this program will benefit all Muslim student population in the country. Instead, in this program, PPIM-UIN will use its vast network of 40 research institutions and Non-Governmental Organization in 30 cities across the country to implement selected a number of activities that are considered as critically relevant, timely and action-oriented.

This program seeks to achieve quantitative impact in the following:

First, about 5 (five) activities in Research and Survey, with each expected to involve 300 people. Thus, from this activity we envision to reach at least 2,700 beneficiaries.

Second, about 9 (nine) activities in Advocacy and Policy Engagement, with each expected to involve 400 people. Thus, from this activity we hope to reach at least 3,600 beneficiaries.
Third, about 8 (eight) activities in Public Campaign, with each expected to involve 500 people. Thus, from this activity we expect to reach at least 4,000 beneficiaries.

In total, this project is expected to achieve a quantitative impact of 10,300 beneficiaries. In order to implement those activities, PPIM-UIN and UNDP will require at least 26 research organizations and Non-Governmental Organizations across the country.

This project seeks to strengthen the involvement of male and female students, teachers and students in countering the spread of extreme attitudes and violent behaviour and radicalism. The above objectives will be achieved by conducting the below four main components:

3.1. Research and Survey

The Research and Survey component aims to investigate understanding, attitudes and behaviour of male and female students, teachers and university students and the degree of their support for radicalism or radical religious movements, pro-violence ideologies and extremism.

The main theme for this program will be on the role of religious education in shaping attitudes, character and pattern diversity with a focus on assessing the attitudes of male and female students, teachers and students in Indonesia. This will include but not be limited to the following:

1. National survey on radical Islamic movement in schools and universities
2. Research on Muslim Youth; Attitudes and Behaviours on Violence and Extremism
3. Research on Islamic Literature used at schools and university education
4. Database on Salafism in Indonesia
5. Research on radicalism in social media and radical websites

3.2. Advocacy and Policy Engagement

The Advocacy and Policy Engagement component aims to help formulate endorse and implement public policies to prevent the spread of certain attitudes and violent behaviour, extremism and radicalism in schools, University and colleges and other educational institutions. In addition, it is also meant to support public policies that strengthen the involvement of male and female students, teachers and students in countering the spread of certain attitudes and violent behaviour, extremism and radicalism.

The main theme for this program is to strategically communicate key findings of research and survey for policy making. The goal is to widely disseminate ideas and best practices to counter and prevent violent extremism and focus to some of the following points:

1. Policy papers and policy engagement with Ministry of Religious Affairs (MORA), Ministry of Education and Culture (MOEC) and other relevant ministries in terms of mainstreaming religious education
2. Policies development for improving student council (Organisasi Siswa Intra Sekolah or OSIS) at high schools level
3. Assessment of existing economic skills-oriented program with regards to radicalisation and policy recommendation on economic empowerment for youth
4. Assessment of existing social and economic empowerment programme in extremist dominated border areas with policy recommendation and support for best practices
5. Assessment of existing education/rehabilitation system for terrorist convicts with policy recommendation and support for best practices
6. Assessment of existing economic skills-oriented Program for former-terrorist convicts with policy recommendation on economic empowerment for former-terrorist convicts and support for best practices
7. Research Policy for mentoring of former NII recruitment, GAFATAR member convicts and ISIS deportees and piloting re-entry program for GAFATAR
8. Strengthening youth organizations: the revitalization of male and female youth clubs (Karang Taruna) and scouts (Pramuka)
9. Training on countering violence and extremism for local security and civil defence organizations

3.3. Public Campaign

The Public Campaign component aims to disseminate religious values, which are tolerant, open and peaceful to strengthen Indonesian inclusive society. This activity will include but not be limited to key findings from research and survey in this project. The main activity of this program is to disseminate ideas and best practices to fight against violence and extremism and to influence cultural norms and perceptions pertaining to gender to the wider public. The proposed theme will focus on the following points:

1. Youth Camp: Islam and peace campaign in Muslim-based campuses (PTKIN/PTKIS/Islamic Higher Education)
2. Inter-faith Youth Camp: Inter-religious gathering for youth from different cultural and religious background to prevent youth from violence and extremism
3. International Youth Leadership Camp: gathering of youth from other ASEAN countries to strengthen the value of rahmatan lil’alamin (mercy to the entire universe)
4. Training on Countering Violent Extremism and peacebuilding for high school and university students
5. Social media: Netizens (Twitter, Blog, Facebook) countering violent extremism messaging
6. Public Service Announcement (PSA): “Young, Indonesian and Muslim” preventing youth from violent extremism
7. Essay Competition: “Youth awakening” biography writing on youth disengagement from violence and extremism
8. Bulletin Publication: weekly circulars for mosques and religious gatherings

3.4. Quality Assurance and Coordination

The Quality Assurance and Coordination component will be directly implemented by UNDP. It aims to ensure that the project is implemented timely and effectively with full financial accountability. This will be through active management support, including capacity building of PPIM-UIN, as well as monitoring and evaluation performed by the UNDP Office in Indonesia. In addition, this component will also contribute to coordination and information sharing with national actors and development partners. The component will include:

1. Monthly meetings at senior level between UNDP and PPIM to assess and discuss project progress.
2. Regular communication between UNDP Office and PPIM in support to project management.
3. Frequent sharing of information and consultations with the Embassy of Japan in Indonesia, and as appropriate the Ministry of Foreign Affairs of Japan and the Japan Unit in UNDP Headquarters.
4. Monitoring through visits in which representatives from relevant line ministries may also be invited
5. Quarterly roundtable dialogues to update and share results of the project and exchange information on the issues of violent extremism with other development partners and government counterparts. This will ensure that various initiatives on preventing violent extremism could be carried out in a more integrated manner to achieve greater results.

6. Regional workshop for experience sharing to be attended by representatives from Asian countries that experience violent extremism (such as Bangladesh, Pakistan, Malaysia, Thailand, the Philippines, etc.). The results of this workshop will be an important input to the ongoing project activities in Indonesia.

7. Regular sharing of information on the project with UNDP Countries Office in Asian countries, where the issues of CT/C-PVE are relevant

Partnerships

Over the years, throughout different programs, PPIM-UIN has collaborated with a number of university-based research organizations and Non-Governmental Organizations in Indonesia. For this program, however, PPIM-UIN will work closely with, although not exclusively 40 research organizations and NGOs which have been part of PPIM-UIN network. UNDP will ensure gender parity in the equal representation and participation of men and women in decision-making positions. Women NGOs and resource persons will be consulted and engaged with throughout the project as well. Throughout the implementation of this program, PPIM-UIN and UNDP will explore possible collaboration with other UN Agencies humanitarian agencies or JICA/Japanese private companies/NGOs.

IV. PROJECT MANAGEMENT

Project Management

The project will be implemented under the framework of the UNDP Country Programme Document (CPD) 2016 – 2020 by applying the Direct Implementation Modality (DIM) to secure the timely implementation of this project in the given one year timeframe. This project complies with policies, procedures and practices of the United Nations Security Management System (UNSMS), and as such, is consistent with UNDP’s Programme and Operations Policies and Procedures, social and environmental sustainability through application of the UNDP Social and Environmental Standards. The Indonesia UNDP country office has extensive experience with the DIM modality, including the USD 141 million post tsunami project. The project office will be based in PPIM-UIN, which has agreed to make space available. UNDP will supervise and support the implementation of the project with the close involvement of senior management, as well as dedicated support in the form of a very senior national staff of UNDP Indonesia and a Japanese Junior Professional Officer who will work on the project implementation, and closely work with Japanese counterparts.

With regard to reporting, UNDP Indonesia will submit a Final Report to the Government of Japan (including Financial Report), corresponding to the activities in the Resource Result Framework (RRF), based on the specified indicators and measurable targets.

UNDP and PPIM-UIN will also ensure donor’s visibility during the project implementation. In this case, the logos of Japan will be shown in various publication materials, press releases (including in Japanese) and in various events carried out by UNDP, PPIM-UIN and the grantees of this project.
**Financial Management**

UNDP and the Government of Japan will sign a contribution agreement that will make the funding from the donor available to UNDP for project implementation. UNDP will release funds as quarterly advances for operational expenditures and contractual payments for all grants and contract payments will be made according to agreed payment schedules and contractual obligations through the UNDP ATLAS Enterprise Resource Planning System. Cash transfer will be made based on the Annual Work Plan agreed between UNDP and PPIM-UIN as the Responsible Party. Financial transactions will be recorded and monitored in UNDP’s Enterprise Resource Planning System, ATLAS. The cost standard that will be used during project implementation will be mutually agreed between UNDP and PPIM-UIN, based on the applicable rules and regulations. This will be regulated in a designated Standard Operating Procedure (SOP).

UNDP will prepare a Combined Delivery Report (CDR) at the end of each calendar year, which will constitute the official report of project expenditures for a given period. For any balance at the end of the project, the country office shall consult with the local Embassy of Japan on its use. The interest income should be treated in accordance with the Japan-UNDP agreement on Arrangement for the Interest Income derived from Japan-UNDP Partnership Fund.
V. Results Framework

Results Framework

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

By 2020, Disadvantaged populations benefit from enhanced access to justice and more responsive, inclusive and accountable public institutions that enjoy public trust.

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

Indicator 4.4: # of violent social conflicts: Baseline (2014): 7,335; Target: 6,600

Applicable Output(s) from the UNDP Strategic Plan: Output 3.5 Communities empowered and security sector institutions enabled for increased citizen safety and reduced levels of armed violence

Project title and Atlas Project Number: Enhancing the Role of Religious Education in Countering Violent Extremism in Indonesia. Atlas Project Number:

<table>
<thead>
<tr>
<th>Expected Outputs</th>
<th>Output Indicators</th>
<th>Data Source</th>
<th>Baseline</th>
<th>Targets (by frequency of data collection)</th>
<th>Data Collection Methods &amp; Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 1</td>
<td>Development of evidence-based knowledge through research and survey on Countering Violent Extremism in a gender sensitive approach</td>
<td>1.1 Enhanced knowledge on the most recent religious attitudes and behaviors of students, teachers and university students</td>
<td>LAKIP, Ma’arif Institute, Wahid Institute, PPIM</td>
<td>Baseline (2014): 4 available researches (2008, 2010, 2011, 2015)</td>
<td>Year 1: 2 research; Year 2: 1 survey</td>
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<td>FINAL: 2 research; 1 survey</td>
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<td>1.2 Enhanced knowledge on the most recent degree of students, teachers and university students’ support for radicalism or radical religious movements, pro-violence ideologies and extremism</td>
<td>LAKIP, Ma’arif Institute, Wahid Institute, PPIM</td>
<td>Baseline (2014): 4 available researches (2008, 2010, 2011, 2015)</td>
<td>Year 1: 1 research; Year 2: 1 database</td>
<td>Data Collection: including sex-disaggregated data, Desk-study, Primary Sources, site visit, questionnaire with gender specific considerations or methodologies, Risks: Limited access to certain educational institutions, organizations, and government regulations and policies</td>
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</table>

1 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.
<table>
<thead>
<tr>
<th>EXPECTED OUTPUTS</th>
<th>OUTPUT INDICATORS</th>
<th>DATA SOURCE</th>
<th>BASELINE</th>
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<th>DATA COLLECTION METHODS &amp; RISKS</th>
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<tr>
<td><strong>Output 2</strong></td>
<td><strong>Strengthened Advocacy and Policy Engagement on Countering Violent Extremism</strong></td>
<td>2.1 The increase of public policies to prevent the spread of certain attitudes and violent behavior, extremism and radicalism in schools, university and colleges and other educational institutions</td>
<td>Setara Institute, Lakpesdam, PUSAD Paramadina, PPIM</td>
<td>4 advocacy events (2011, 2014, 2015, 2016)</td>
<td>2016</td>
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<td>Desk-study, Primary Sources, site visit, questionnaire with gender specific considerations or methodologies</td>
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<td>Risks: Limited access to schools, university, state regulations and policies</td>
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<td>2.2 The increased involvement of students, teachers and communities in counteracting the spread of certain attitudes and violent behavior, extremism and radicalism</td>
<td>Setara Institute, Lakpesdam, PUSAD Paramadina, PPIM</td>
<td>4 policy engagement activities (2011, 2014, 2015, 2016)</td>
<td>2016</td>
<td>2 Policy engagement activities</td>
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<td>Data Collection: including sex-disaggregated data</td>
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<td>Risks: Restricted access to different government bodies, and its regulations and policies</td>
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<td><strong>Output 3</strong></td>
<td><strong>Increased public awareness and knowledge on Countering Violent Extremism</strong></td>
<td>3.1 The widespread of tolerant, open and peaceful religious values to strengthen Indonesian inclusive society</td>
<td>Wahid Institute, Gusdurian Network, Yayasan Cahaya Guru</td>
<td>3 youth camp program (2011, 2013, 2015)</td>
<td>2016</td>
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<td>Data Collection: including sex-disaggregated data</td>
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<td>Risks: Open, nation-side recruitment,</td>
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<tr>
<td>EXPECTED OUTPUTS</td>
<td>OUTPUT INDICATORS¹</td>
<td>DATA SOURCE</td>
<td>BASELINE</td>
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<td>DATA COLLECTION METHODS &amp; RISKS</td>
</tr>
<tr>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Value</td>
<td>Year 1</td>
<td>Year 2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>None</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>conducted by UNDP</td>
<td>Training on CVE conducted</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Wahid Institute, Gusdurian Network, Yayasan Cahaya Guru</td>
<td>3 media campaign events (2011, 2013, 2015)</td>
<td>1 Writing Competition, 1 Publication Media-engagement campaigns</td>
<td>1 Writing Competition, 2 Publication, Media-engagement campaigns</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>None distributed UNDP</td>
<td>17,000 copies of bulletin to be distributed to mosques and religious gathering</td>
<td>3,000 copies of bulletin to be distributed to mosques and religious gathering</td>
</tr>
<tr>
<td>3.2 The increased public awareness on the importance of tolerant, open and peaceful religious values to strengthen Indonesian inclusive society</td>
<td></td>
<td>Wahid Institute, Gusdurian Network, Yayasan Cahaya Guru</td>
<td>3 media campaign events (2011, 2013, 2015)</td>
<td>1 Writing Competition, 1 Publication Media-engagement campaigns</td>
<td>1 Publication, Media-engagement campaigns</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>None</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>conducted by UNDP</td>
<td>Training on CVE conducted</td>
<td></td>
</tr>
<tr>
<td>Output 4</td>
<td>Project implementation quality is assured and proper coordination mechanism established among relevant stakeholders</td>
<td>PMU and PIU</td>
<td>0</td>
<td>2016</td>
<td>12 monthly coordination meetings 4 Quarterly Monitoring Reports</td>
</tr>
<tr>
<td>4.1 Projects plans smoothly implemented and financial accountability ensured</td>
<td></td>
<td></td>
<td>12 monthly coordination meetings 4 Quarterly Monitoring Reports</td>
<td>1 Final Report</td>
<td>12 monthly coordination meetings 4 Quarterly Monitoring Reports 1 Final Report</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PMU and PIU</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2 Results of the project shared with government, civil societies, development partners, and other Asian countries</td>
<td></td>
<td></td>
<td>4 Quarterly Roundtable Meetings 1 Regional Workshop</td>
<td>4 Quarterly Roundtable Meetings 1 Regional Workshop</td>
<td>4 Quarterly Roundtable Meetings 1 Regional Workshop</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2016</td>
<td>4</td>
<td>4</td>
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<tr>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

¹ Indicators may vary depending on the context and specific project requirements.
### 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:

<table>
<thead>
<tr>
<th>Monitoring Activity</th>
<th>Purpose</th>
<th>Frequency</th>
<th>Expected Action</th>
<th>Partners (if joint)</th>
<th>Cost (if any)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Track results progress</strong></td>
<td>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.</td>
<td>Quarterly, or in the frequency required for each indicator.</td>
<td>Slower than expected progress will be addressed by project management.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Monitor and Manage Risk</strong></td>
<td>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.</td>
<td>Quarterly</td>
<td>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.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Learn</strong></td>
<td>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.</td>
<td>At least annually</td>
<td>Relevant lessons are captured by the project team and used to inform management decisions.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Annual Project Quality Assurance</strong></td>
<td>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.</td>
<td>Annually</td>
<td>Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review and Make Course Corrections</td>
<td>Internal review of data and evidence from all monitoring actions to inform decision making.</td>
<td>At least annually</td>
<td>Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.</td>
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<tr>
<td>-----------------------------------</td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project Report</strong></td>
<td>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.</td>
<td>Annually, and at the end of the project (final report)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project Review (Project Board)</strong></td>
<td>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.</td>
<td>At least annually</td>
<td>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Multi-Year Work Plan

#### Expected Outputs

<table>
<thead>
<tr>
<th>Expected Outputs</th>
<th>Planned Activities</th>
<th>Planned Budget by Year</th>
<th>Responsible Party</th>
<th>Planned Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 1</td>
<td>Development of evidence-based knowledge through research and survey on Countering Violent Extremism in a gender sensitive approach</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1. National survey on radical Islamic movement in schools and universities</td>
<td>318,661</td>
<td>PPIM-UIN</td>
<td>GoJ</td>
<td>318,661</td>
</tr>
<tr>
<td>1.2. Research on Muslim Youth; Attitudes and Behaviours on Violence and Extremism</td>
<td>152,571</td>
<td>PPIM-UIN</td>
<td>GoJ</td>
<td>152,571</td>
</tr>
<tr>
<td>1.3. Research on Islamic Literature used at schools and university education</td>
<td>194,689</td>
<td>PPIM-UIN</td>
<td>GoJ</td>
<td>194,689</td>
</tr>
<tr>
<td>1.4. Database on Salafism in Indonesia</td>
<td>142,933</td>
<td>PPIM-UIN</td>
<td>GoJ</td>
<td>142,933</td>
</tr>
<tr>
<td>1.5. Research on radicalism in social media and radical websites</td>
<td>60,214</td>
<td>PPIM-UIN</td>
<td>GoJ</td>
<td>60,214</td>
</tr>
<tr>
<td>1.6. Management Support</td>
<td>105,881 31,775</td>
<td>PPIM-UIN</td>
<td>GoJ</td>
<td>137,656</td>
</tr>
<tr>
<td>1.7. Monev &amp; Audit</td>
<td>19,687 6,562</td>
<td>PPIM-UIN</td>
<td>GoJ</td>
<td>26,249</td>
</tr>
</tbody>
</table>

Sub-Total for Output 1: 1,032,975

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2 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

3 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.
<table>
<thead>
<tr>
<th>EXPECTED OUTPUTS</th>
<th>PLANNED ACTIVITIES</th>
<th>Planned Budget by Year</th>
<th>RESPONSIBLE PARTY</th>
<th>PLANNED BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strengthened Advocacy and Policy Engagement on Countering Violent Extremism</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1. Policy papers and policy engagement with Ministry of Religious Affairs (MORA), Ministry of Education and Culture (MOEC) and other relevant ministries in terms of mainstreaming religious education</td>
<td>30,026</td>
<td>13,026</td>
<td>PPIM-UIN</td>
<td>GoJ Consultants, FGD, Workshop, Publication</td>
</tr>
<tr>
<td>2.2. Policies development for improving student council (Organisasi Siswa Intra Sekolah or OSIS) at high school level</td>
<td>44,729</td>
<td>10,135</td>
<td>PPIM-UIN</td>
<td>GoJ Consultants, FGD, Workshop</td>
</tr>
<tr>
<td>2.3. Assessment of existing economic skills-oriented Program with policy recommendation on economic empowerment for youth and support for best practices</td>
<td>92,652</td>
<td>4,950</td>
<td>PPIM-UIN</td>
<td>GoJ Consultants, FGD, Workshop</td>
</tr>
<tr>
<td>2.4. Assessment of existing social and economic empowerment programme in extremist dominate border areas with policy recommendation and support for best practices</td>
<td>67,830</td>
<td>11,654</td>
<td>PPIM-UIN</td>
<td>GoJ Consultants, FGD, Workshop</td>
</tr>
<tr>
<td>2.5. Assessment of existing education/rehabilitation system for terrorist convicts with policy recommendation and support for best practices</td>
<td>82,769</td>
<td>16,711</td>
<td>PPIM-UIN</td>
<td>GoJ Consultants, FGD, Workshop</td>
</tr>
<tr>
<td>2.6. Assessment of existing economic skills-oriented Program for former terrorist convicts with policy recommendation on economic empowerment for former terrorist convicts and support for best practices</td>
<td>66,998</td>
<td>16,331</td>
<td>PPIM-UIN</td>
<td>GoJ Consultants, FGD, Workshop</td>
</tr>
<tr>
<td>2.7. Research policy for mentoring former NII, GAFATAR members, and ISIS deportees and piloting re-entry program for GAFATAR members</td>
<td>55,474</td>
<td>16,398</td>
<td>PPIM-UIN</td>
<td>GoJ Consultants, FGD, Workshop</td>
</tr>
<tr>
<td>EXPECTED OUTPUTS</td>
<td>PLANNED ACTIVITIES</td>
<td>Planned Budget by Year</td>
<td>RESPONSIBLE PARTY</td>
<td>PLANNED BUDGET</td>
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<td>------------------</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>2017</td>
<td>2018</td>
<td>Amount</td>
</tr>
<tr>
<td>2.8. Strengthening youth organizations: the revitalization of youth clubs (Karang Taruna) and scouts (Pramuka)</td>
<td>62,442</td>
<td>8,654</td>
<td>PPIM-UIN</td>
<td>GoJ</td>
</tr>
<tr>
<td>2.9. Training on countering violence and extremism for local security and civil defence organization</td>
<td>81,323</td>
<td>0</td>
<td>PPIM-UIN</td>
<td>GoJ</td>
</tr>
<tr>
<td>2.10 Management Support</td>
<td>89,492</td>
<td>27,069</td>
<td>PPIM-UIN</td>
<td>GoJ</td>
</tr>
<tr>
<td>2.11 Monitoring Evaluation &amp; Audit</td>
<td>15,452</td>
<td>5,151</td>
<td>PPIM-UIN</td>
<td>GoJ</td>
</tr>
<tr>
<td><strong>Sub-Total for Output 2</strong></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**Output 3**

*Increased public awareness and knowledge on Countering Violent Extremism*

<p>| 3.1. Youth Camp: Islam and peace campaign in Muslim-based campuses (PTKIN/PTKIS/Islamic Higher Education) | 21,100 | 126,724 | PPIM-UIN | GoJ | Consultants, FGD, Workshop, Training | 147,824 |
| 3.2. Inter-faith Youth Camp: Inter-religious gathering for youth from different cultural and religious background to prevent youth from violence and extremism | 19,543 | 131,505 | PPIM-UIN | GoJ | Consultants, FGD, Workshop, Training | 151,048 |
| 3.3. International Youth Leadership Camp: gathering of youth from other ASEAN countries to strengthen the value of rahmatan lil'alamin (mercy to the entire universe) | 9,030 | 16,635 | PPIM-UIN | GoJ | Consultants, FGD, Workshop, Training | 25,665 |
| 3.4. Training on Countering Violent Extremism and peace building for high school and university students | 90,397 | 2,782 | PPIM-UIN | GoJ | Consultants, FGD, Workshop, Training | 93,179 |</p>
<table>
<thead>
<tr>
<th>EXPECTED OUTPUTS</th>
<th>PLANNED ACTIVITIES</th>
<th>Planned Budget by Year</th>
<th>RESPONSIBLE PARTY</th>
<th>PLANNED BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>2017</td>
<td>2018</td>
<td>Amount</td>
</tr>
<tr>
<td>3.5. Social media: Netizens (Twitter, Blog, Facebook) countering violent extremism messaging</td>
<td>44,707</td>
<td>0</td>
<td>PPIM-UIN</td>
<td>GoJ</td>
</tr>
<tr>
<td>3.6. Public Service Announcement (PSA): “Young, Indonesian and Muslim” preventing youth from violent extremism</td>
<td>183,251</td>
<td>3,321</td>
<td>PPIM-UIN</td>
<td>GoJ</td>
</tr>
<tr>
<td>3.7. Essay Competition: “Youth awakening” biography writing on youth disengagement from violence and extremism</td>
<td>45,156</td>
<td>1,235</td>
<td>PPIM-UIN</td>
<td>GoJ</td>
</tr>
<tr>
<td>3.10. Monitoring Evaluation and Audit</td>
<td>16,611</td>
<td>5,537</td>
<td>PPIM-UIN</td>
<td>GoJ</td>
</tr>
</tbody>
</table>

**Sub-Total for Output 3** | **877,755**

**Output 4**

* **Project implementation quality is assured and proper coordination mechanism established among relevant stakeholders**

<table>
<thead>
<tr>
<th>Step</th>
<th>Activity Description</th>
<th>2017</th>
<th>2018</th>
<th>RESPONSIBLE PARTY</th>
<th>PLANNED BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1.</td>
<td>Monthly meetings at senior level between UNDP and PPIM to assess and discuss project progress</td>
<td>13,000</td>
<td>1,000</td>
<td>UNDP</td>
<td>GoJ</td>
</tr>
<tr>
<td>4.2.</td>
<td>Regular communication between UNDP Office and PPIM in support to project management</td>
<td>1,500</td>
<td>2,000</td>
<td>UNDP</td>
<td>GoJ</td>
</tr>
<tr>
<td>4.3.</td>
<td>Monitoring through field visits with representatives from line ministries</td>
<td>70,000</td>
<td>15,000</td>
<td>UNDP</td>
<td>GoJ</td>
</tr>
<tr>
<td>4.4.</td>
<td>Quarterly roundtable dialogues to update and share results of the project and exchange information on the issues of violent extremism with other development partners and government counterparts.</td>
<td>15,200</td>
<td>4,300</td>
<td>UNDP</td>
<td>GoJ</td>
</tr>
<tr>
<td>EXPECTED OUTPUTS</td>
<td>PLANNED ACTIVITIES</td>
<td>Planned Budget by Year</td>
<td>RESPONSIBLE PARTY</td>
<td>PLANNED BUDGET</td>
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<td>-----------------</td>
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<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2017</td>
<td>2018</td>
<td>Funding Source</td>
<td>Budget Description</td>
</tr>
<tr>
<td>4.5.</td>
<td>Regional workshop for experience sharing to be attended by representatives from Asian countries that experience violent extremism (such as Bangladesh, Pakistan, Malaysia, Thailand, the Philippines, etc.).</td>
<td>111,737</td>
<td>-</td>
<td>UNDP</td>
<td>GoJ</td>
</tr>
<tr>
<td>4.6.</td>
<td>Management Support</td>
<td>124,763</td>
<td>41,500</td>
<td>UNDP</td>
<td>GoJ</td>
</tr>
</tbody>
</table>

Sub-Total for Output 4 400,000

General Management Support 8% 225,050 25,350 250,400

TOTAL 3,380,400
VIII. Governance and Management Arrangements

This project is a joint collaboration between UNDP, the Government of Japan and PPIM-UIN Jakarta. UNDP Indonesia will serve as the managing agent of this initiative using the Direct Implementation Modality (DIM). PPIM-UIN will lead implementation of activities 1, 2 and 3 in line with the principle of local ownership. The roles and responsibilities of UNDP Indonesia will consist of project management support and quality assurance, including monitoring and reporting as well coordination and outreach. For that purpose, UNDP and PPIM-UIN will establish a dedicated Project Board (PB) and Project Management Unit (PMU) to ensure a smooth implementation of this project.

The Project Board (PB) is responsible for strategic decisions that will guide the Project Management Unit (PMU), including recommendation for approval of project plans and its revisions. In order to ensure UNDP’s ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity, transparency and effectiveness.

According to UNDP policies, the Project Board contains three roles, including:

1) An Executive: individual representing the project ownership to chair the group. In this case, UNDP will take the responsibilities of the Executive.

2) Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier’s primary function within the Board is to provide guidance regarding the technical feasibility of the project. In this case, the Government of Japan, which is represented by the Japan Embassy in Jakarta will assume this function.

3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary’s primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. In this case, representative of PPIM Advisory Board and representatives of relevant line ministries will assume this function.

The Project Management Unit (PMU) will be responsible for the daily management of the project. It will ensure that sufficient capacity exists for the project to be effectively and timely implemented. The PMU will support PPIM to focus on the substantive aspects of the project drawing from its existing expertise and research capacity. The PMU will be based in PPIM-UIN Office and headed by a Team Leader who will be responsible to the Project Board. The Team Leader is responsible for the preparation of the quarterly Project Board Meetings (PBM). In those meetings, Team Leader will report on overall progress, challenges as well as emerging issues and risks to the Project Board members for their guidance and decisions.

The roles and responsibilities of the PMU includes supervision, monitoring and evaluation of overall project processes and implementation. Subject to funding availability, the UNDP-contracted PMU staffs will be as follows, keeping in mind the push for gender parity:

- One (1) Project Coordinator (national – SC9)
- One (1) Monitoring and Reporting Officer (national – SC8)
• One (1) Finance Officer (national – SC8)
• One (1) Admin and Finance Assistant (national – SC5)

The Finance Officer who will provide capacity building on financial management to PPIM and its corresponding parties such as NGOs, CSOs and universities. In addition to providing capacity building, this arrangement will also ensure that the financial management of this project will comply with the Standard Operating Procedure (SOP) agreed between UNDP and PPIM-UIN.

Aside from its supervision and monitoring functions, the PMU will also be responsible for the achievement of the project outputs, which fall under UNDP’s direct control. In this case, the PMU will undertake activities in Output 4, which relates to coordination, monitoring and outreach. Along with the progress of the other outputs, which will be implemented by PPIM, the progress of Output 4 will also be reported to the Project Board Meeting in every quarter.

On the programme side, the project assurance function will be carried out by the Programme Team at the Democratic Governance and Poverty Reduction Unit (DGPRU-UNDP) led by a National Programme Manager. The programme team will also consist of an international Junior Professional Officer (JPO), funded by the Government of Japan, who will work on the implementation, monitoring, evaluation and reporting of the project, as well as contribute actively to close consultations with Japan.

The Responsible Party (RP) for this project is PPIM-UIN that will be responsible to establish a Project Management Unit (PMU). UNDP and PPIM will sign a Letter of Agreement (LoA) that will become the basis for PPIM-UIN to implement the agreed activities as outlined in this project document. Accordingly, PPIM will have the authority to implement the agreed activities by means of contracting (sub-grant agreement) to the designated NGOs, CBOs or universities. PPIM will also be responsible to ensure that the outputs of this project, which falls under the responsibility of PPIM, are achieved within the agreed time frame. In this case, PPIM will be held accountable for the following outputs:

• Output 1: Research and Survey
• Output 2: Advocacy and Policy Engagement
• Output 3: Public Campaign

PPIM-UIN as the Responsible Party must send the narrative report along with the financial report every quarter to UNDP for review, compilation and submission, with the following timeline:

• 1st Quarter Report: Received by UNDP within 2 (two) weeks in the following month
• 2nd Quarter Report: Received by UNDP within 2 (two) weeks in the following month
• 3rd Quarter Report: Received by UNDP within 2 (two) weeks in the following month
• 4th Quarter Report: Received by UNDP within 2 (two) weeks in the following month
• Final Project Report: Received by UNDP within 1 (one) month after project completion.

UNDP will prepare and submit Final Report to the Government of Japan as the donor in line with the contribution agreement signed between the two parties.
The project was designed to be implemented with engagement of other partners. PPIM-UIN has established good relations and partnerships with a number NGOs and campus-based research institutions all over Indonesia whose research and advocacy works have substantially focused on Islamic and religious education, conflict resolution and peace, and deradicalization. For this project, PPIM-UIN aims at collaborating with at least 32 potential partners, as listed below:

<table>
<thead>
<tr>
<th>No.</th>
<th>Nama</th>
<th>Main Area of Expertise</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>CDCC Muhammadiyah Jakarta</td>
<td>Gender, interfaith and peace building</td>
</tr>
<tr>
<td>2</td>
<td>ARMC Ambon</td>
<td>Peace, conflict and resolution studies and radicalism in the Moluccas</td>
</tr>
<tr>
<td>3</td>
<td>CRCS Yogyakarta</td>
<td>Counter-narratives against radicalism among University students</td>
</tr>
<tr>
<td>4</td>
<td>Lensa Mataram</td>
<td>Religious intolerance against minorities</td>
</tr>
<tr>
<td>5</td>
<td>LPMS Poso</td>
<td>Deradicalization and public security in post-conflict areas</td>
</tr>
<tr>
<td>6</td>
<td>Puskapolham UIN Semarang</td>
<td>Deradicalization among terrorist convict in prison</td>
</tr>
<tr>
<td>7</td>
<td>Rumah Kitab Jakarta</td>
<td>Textual analysis of Islamic radical textbooks</td>
</tr>
<tr>
<td>8</td>
<td>Pusat Kajian Deradikalisasi UIN Medan</td>
<td>Analysis of Jihad in contemporary Islam</td>
</tr>
<tr>
<td>9</td>
<td>Pusat Kajian Agama dan Sosial Budaya IAIN Padang</td>
<td>Religion and adat in fostering peace and conflict resolution</td>
</tr>
<tr>
<td>10</td>
<td>LP3K Banjarmasin</td>
<td>Extremism in the Social Media</td>
</tr>
<tr>
<td>11</td>
<td>Borneo Center for the Studies of Development and Societies (BCSDS) IAIN Pontianak</td>
<td>Advocacy for the GAFATAR victims</td>
</tr>
<tr>
<td>12</td>
<td>LKAHAM Tasikmalaya</td>
<td>Advocacy for ex-NII recruitment members</td>
</tr>
<tr>
<td>13</td>
<td>FKPT Semarang</td>
<td>Mentoring former terrorist convicts</td>
</tr>
<tr>
<td>14</td>
<td>CISForm UIN Yogyakarta</td>
<td>Inter-faith dialogue among the youth</td>
</tr>
<tr>
<td>15</td>
<td>PUSHAM Surabaya</td>
<td>Counter Violence and Extremism training for local security/civil defence organizations</td>
</tr>
<tr>
<td>16</td>
<td>JIAD Jombang</td>
<td>Counter Violence and Extremism training for Netizens/Social Media activist</td>
</tr>
<tr>
<td>17</td>
<td>LP2M UIN Makassar</td>
<td>Pluralism training for Muslim teachers and community organizers</td>
</tr>
<tr>
<td>18</td>
<td>LPAM Surabaya</td>
<td>Economic empowerment training for Muslim societies susceptible to violence and extremism</td>
</tr>
<tr>
<td>No.</td>
<td>Nama</td>
<td>Main Area of Expertise</td>
</tr>
<tr>
<td>-----</td>
<td>------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>19</td>
<td>LPM IAIN Manado</td>
<td>Economic empowerment training for Muslims and Christians in extremist and terrorist-dominated border areas</td>
</tr>
<tr>
<td>20</td>
<td>Mediators Beyond Borders Banda Aceh</td>
<td>Peacebuilding among the youth in conflict areas</td>
</tr>
<tr>
<td>21</td>
<td>PUSAD Paramadina Jakarta</td>
<td>Policing religious and communal conflict issues</td>
</tr>
<tr>
<td>22</td>
<td>CSCIIS Jambi</td>
<td>Regional policy engagement on religious and social issues</td>
</tr>
<tr>
<td>23</td>
<td>ISAIS UIN Pekanbaru</td>
<td>Deradicalization among Muslim University students</td>
</tr>
<tr>
<td>24</td>
<td>Fahmina Cirebon</td>
<td>Gender awareness and national vision in Pesantren and Madrasah</td>
</tr>
<tr>
<td>25</td>
<td>Ma’arif Institute Jakarta</td>
<td>Religion and national vision among the youth</td>
</tr>
<tr>
<td>26</td>
<td>Nusa Tenggara Center (NC) Mataram</td>
<td>National interfaith camp for the youth</td>
</tr>
<tr>
<td>27</td>
<td>LAPAR Makassar</td>
<td>Increasing the capacity of youth in fostering peace</td>
</tr>
<tr>
<td>28</td>
<td>Center for Peace Building (CPB) UIN Surabaya</td>
<td>Strengthening civic education in Pesantren and Madrasah</td>
</tr>
<tr>
<td>29</td>
<td>Bumi Gora Institute (BGI) Bima NTB</td>
<td>Youth national jamboree for anti-radicalism and extremism</td>
</tr>
<tr>
<td>30</td>
<td>CSRC UIN Jakarta</td>
<td>Peace and conflict resolution in pesantren</td>
</tr>
<tr>
<td>31</td>
<td>PKPM Banda Aceh</td>
<td>Religion, <em>adat</em> and peace</td>
</tr>
<tr>
<td>32</td>
<td>Al-Azhar Youth Leader Institute - Jakarta</td>
<td>Youth training</td>
</tr>
</tbody>
</table>

Based on the explanation above, the management arrangement of this project is described in the following diagram:
IX. **LEGAL CONTEXT**

The project document shall be the instrument envisaged and defined in the Supplemental Provisions to the Project Document, attached hereto and forming an integral part hereof, as “the Project Document”.

This project will be implemented by UNDP CO Indonesia (“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**

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.


4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
a. Consistent with the Article III of *the Supplemental Provisions to the Project Document*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
   i. 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;
   ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.

b. 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 responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.

c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It 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.

d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient 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.

e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants’, subcontractors’ and sub-recipient’s) 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 it to find a solution.
f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP’s Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient 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 this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party’s, subcontractor’s or sub-recipient’s obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient 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 such responsible party, subcontractor or sub-recipient 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.

h. Each contract issued by the responsible party, subcontractor or sub-recipient 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 it shall cooperate with any and all investigations and post-payment audits.

i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, 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.
j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

X. ANNEXES

1. Project Quality Assurance Report
2. Social and Environmental Screening Template
3. Risk Analysis.
4. Capacity Assessment (HAFT Micro Assessment)
5. Project Board Terms of Reference and TORs of key management positions
Annex 1. Project Quality Assurance Report

**Design & Appraisal Stage Quality Assurance Report**

**Overall Project Rating:** Highly Satisfactory  

**Decision:** Approve. The project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.  

**Project Number:** 00101963  

**Project Title:** Enhancing the Role of Religious Education in Countering Violent Extremism in Indonesia  

**Project Date:** 01-Apr-2017

<table>
<thead>
<tr>
<th>Strategic</th>
<th>Quality Rating: Exemplary</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.</strong> Does the project’s Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project)</td>
<td></td>
</tr>
<tr>
<td>☐ 3: The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project’s strategy is the best approach at this point in time.</td>
<td></td>
</tr>
<tr>
<td>☒ 2: The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence.</td>
<td></td>
</tr>
<tr>
<td>☐ 1: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD’s theory of change.</td>
<td></td>
</tr>
<tr>
<td><strong>Evidence Management Response</strong></td>
<td></td>
</tr>
<tr>
<td>In page 5-6 of the Product, the theory of change is described, including the four steps to achieve the desired results.</td>
<td></td>
</tr>
</tbody>
</table>

| 2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project) |
| ☐ 3: The project responds to one of the three areas of development work as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas: an issue-based analysis has been incorporated into the project design; and the project’s RRF includes all the relevant SP output indicators. (all must be true to select this option) |
| ☐ 2: The project responds to one of the three areas of development work as specified in the Strategic Plan. The project’s RRF includes at least one SP output indicator; if relevant, (both must be true to select this option) |
| ☐ 1: While the project may respond to one of the three areas of development work as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issues. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan. |
| **Evidence** |
| An issue-based analysis has been conducted in the project design, as outlined in the situational analysis/development challenge. The project’s RRF had also included all relevant SP output indicators. |

<table>
<thead>
<tr>
<th>Relevant</th>
<th>Quality Rating: Highly Satisfactory</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3.</strong> Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project)</td>
<td></td>
</tr>
</tbody>
</table>

31
3: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable). The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) (all must be true to select this option)

2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. (both must be true to select this option)

1: The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project.

Not Applicable

<table>
<thead>
<tr>
<th>Evidence</th>
<th>Management Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>The project clearly specifies youth as its target groups to counter violent extremism as mentioned in project activities.</td>
<td></td>
</tr>
</tbody>
</table>

- Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project)

  3: Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project’s theory of change and justify the approach used by the project over alternatives.

  2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives.

  1: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence.

<table>
<thead>
<tr>
<th>Evidence</th>
<th>Management Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>The best practices and lesson learned of previous UNDP and PPI’s projects have been referenced in develop the project’s theory of change.</td>
<td></td>
</tr>
</tbody>
</table>

- Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project)

  3: A participatory gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality, (all must be true to select this option)

  2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (all must be true to select this option)

  1: The project design may or may not mention information and/or data on the differential impact of the project’s development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered.

<table>
<thead>
<tr>
<th>Evidence</th>
<th>Management Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>A gender analysis has been conducted and resulting in dedicated output and activities that specifically response to the gender analysis.</td>
<td></td>
</tr>
</tbody>
</table>
6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select the option from 1-3 that best reflects this project)

- 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project’s intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. (all must be true to select this option)

- 2: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified,

- 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners’ interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

<table>
<thead>
<tr>
<th>Evidence</th>
<th>Management Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>The role of relevant partners has been analysed and the list of potential partner has been clearly identified (page 28 - 29 of the Project Document)</td>
<td></td>
</tr>
</tbody>
</table>

7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project)

- 3: Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true to select this option)

- 2: Some evidence that the project aims to further the realization of human rights, Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget.

- 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

<table>
<thead>
<tr>
<th>Evidence</th>
<th>Management Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Violent extremism is certainly a threat to human rights. This CVE project aims to uphold the principles of human rights in all of its output and activities, as outlined in the Prodoc.</td>
<td></td>
</tr>
</tbody>
</table>

8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project)

- 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true to select this option).

- 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget.

<table>
<thead>
<tr>
<th>Evidence</th>
<th>Management Response</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
1. No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered.

<table>
<thead>
<tr>
<th>Evidence</th>
<th>Management Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential adverse environmental impacts have been identified and assessed through the Social and Environmental Screening Procedure (SESP). Mitigation measures have been incorporated in project design.</td>
<td></td>
</tr>
</tbody>
</table>

9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? [If yes, upload the completed checklist as evidence. If SESP is not required, provide the reason(s) for the exemption in the evidence section. Exemptions include the following:]

- Preparation and dissemination of reports, documents and communication materials
- Organization of an event, workshop, training
- Strengthening capacities of partners to participate in international negotiations and conferences
- Partnership coordination (including UN coordination) and management of networks
- Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes)
- UNDP acting as Administrative Agent

☐ Yes
☐ No
☐ SESP not required

<table>
<thead>
<tr>
<th>Evidence</th>
</tr>
</thead>
<tbody>
<tr>
<td>SESP attached</td>
</tr>
</tbody>
</table>

**List of Uploaded Documents**

<table>
<thead>
<tr>
<th>File Name</th>
<th>Modified By</th>
<th>Modified</th>
</tr>
</thead>
<tbody>
<tr>
<td>SESP - CVE_Project.docx</td>
<td><a href="mailto:usman.situmorang@undp.org">usman.situmorang@undp.org</a></td>
<td>5/1/2017 4:32:54 AM</td>
</tr>
</tbody>
</table>

**Management & Monitoring**

**Quality Rating: Highly Satisfactory**

10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project)

☐ 3: The project’s selection of outputs and activities are at an appropriate level and relate in a clear way to the project’s theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. (all must be true to select this option)

☐ 2: The project’s selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project’s theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. (all must be true to select this option)

☐ 1: The results framework does not meet all of the conditions specified in selection “Z” above. This includes: the project’s selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project’s theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators.

<table>
<thead>
<tr>
<th>Evidence</th>
<th>Management Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Results and Resource Framework (RRF) is designed using results-oriented indicators with sex-disaggregated indicators, as appropriate.</td>
<td></td>
</tr>
</tbody>
</table>
11. Is there a comprehensive and costed M&E plan with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?

- Yes
- No

**Evidence**
The Prodoc's RRF has clearly describe a comprehensive and costed M&E plan.

12. Is the project’s governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project)

- 3: The project’s governance mechanism is fully defined in the project document. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true to select this option).

- 2: The project’s governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true to select this option)

- 1: The project’s governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

**Evidence**  
The governance and management arrangement has been fully defined in the Prodoc, including the detail explanation about their roles and responsibilities.

**Management Response**

13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project)

- 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. (both must be true to select this option)

- 2: Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk.

- 1: Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document.

**Evidence**
The project risk log has been developed and mitigation measures have been identified for each risk.

**Management Response**

**Efficient**

**Quality Rating: Exemplary**

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.
15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)

- Yes
- No

**Evidence**

The Output 4 of the project that will focus on coordination and quality assurance is aimed to ensure proper coordinating delivery is exist with the relevant partners. It will be carried out in the form of Quarterly Round Table Discussion, involving all relevant players of CVE in Indonesia.

16. Is the budget justified and supported with valid estimates?

- 3: The project’s budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget.
- 2: The project’s budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates.
- 1: The project’s budget is not specified at the activity level, and/or may not be captured in a multi-year budget,

**Evidence**

The project budget had been comprehensively discussed and agreed during the AWP meeting, using benchmarks from previous projects or activities.

17. Is the Country Office fully recovering the costs involved with project implementation?

- 3: The budget fully covers all direct project costs that are directly attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL).
- 2: The budget covers significant direct project costs that are directly attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.
- 1: The budget does not reimburse UNDP for direct project costs. UNDP is cross-subsidizing the project and the office should advocate for the inclusion of DPC in any project budget revisions.

**Evidence**

- Management Response

The budget as outlined in the Multi Years Annual Work Plan has already covered all project costs that are attributable to the project.

**Quality Rating:** Satisfactory
### 18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project)

- **3:** The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. (both must be true to select this option)
- **2:** The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments.
- **1:** The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered.

<table>
<thead>
<tr>
<th>Evidence</th>
<th>Management Response</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The recruitment process for consultant is being conducted through LTA modality, once the LTA is agreed, HACT Micro assessment will be carried out.</td>
</tr>
</tbody>
</table>

### 19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?

- **3:** Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions.
- **2:** Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions.
- **1:** No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project.
- **Not Applicable**

<table>
<thead>
<tr>
<th>Evidence</th>
<th>Management Response</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The project was designed in consultation with around 32 potential partners which had already involved the targeted groups an proposal development.</td>
</tr>
</tbody>
</table>

### 20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?

- **Yes**
- **No**

<table>
<thead>
<tr>
<th>Evidence</th>
<th>Management Response</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Monitoring Plan is included in the Prodoc and the associated budget for monitoring activities has been included in the AWP.</td>
</tr>
</tbody>
</table>

### 21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.

- **Yes**
- **No**
### Evidence

The gender marker for Output 1 is scored as GEN3 because gender approach is explicitly included in the output statement of Output 1.

### Management Response

1. **Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources?** (select from options 1-3 that best reflects this project)

   - **3:** The project has a realistic work plan & budget covering the duration of the project at the activity level to ensure outputs are delivered on time and within the allotted resources.
   - **2:** The project has a work plan & budget covering the duration of the project at the output level.
   - **1:** The project does not yet have a work plan & budget covering the duration of the project.

### Evidence

The project work plan and budget has been discussed comprehensively at the AWP Meeting.

---

### Sustainability & National Ownership

### Quality Rating: Highly Satisfactory

2. **Have national partners led, or proactively engaged in, the design of the project?**

   - **3:** National partners have full ownership of the project and led the process of the development of the project jointly with UNDP.
   - **2:** The project has been developed by UNDP in close consultation with national partners.
   - **1:** The project has been developed by UNDP with limited or no engagement with national partners.
   - **Not Applicable**

### Evidence

The project document was developed jointly with the national partners.

---

3. **Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted?** (select from options 0-4 that best reflects this project):

   - **3:** The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.
   - **2.5:** A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities.
   - **2:** A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment.
   - **1.5:** There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned.
   - **1:** Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.
   - **Not Applicable**

### Evidence
The project activities, especially in Output 1 and output 2, will produce some capacity assessment that will become the basis to develop strategy to strengthen the national institution capacities.

25. Is there a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?

- Yes
- No
- Not Applicable

**Evidence**

Project's Standard Operating Procedure had been developed and agreed to use the national partner's system.

26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?

- Yes
- No

**Evidence**

In the Annual Work Plan, some activities are prioritised to be conducted before September 2017 so that we can showcase some tangible results in October 2017 for mobilising resource with the Japan Government.
Annex 2. Social and Environmental Screening Template

### Project Information

<table>
<thead>
<tr>
<th>Project Information</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Project Title</td>
<td>Enhancing the Role of Religious Education in Countering Violent Extremism in Indonesia</td>
</tr>
<tr>
<td>2. Project Number / Award ID</td>
<td>00101963</td>
</tr>
<tr>
<td>3. Location (Global/Region/Country)</td>
<td>Indonesia</td>
</tr>
</tbody>
</table>

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

**QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?**

*Briefly describe in the space below how the Project mainstreams the human-rights based approach*

The overall objective of this project is to promote peace, tolerance and respect for pluralism that will eventually strengthen social sustainability by enhancing social cohesion within the society. Through a systematic approach in countering violent extremism and radicalism, this project uphold the principles of human rights, particularly towards the marginalized groups. This project is also aimed at preventing the spread of extreme attitudes and violent behavior, and radicalism, especially within the youths that will significantly contribute to strengthen social sustainability.

UNDP Indonesia as the Implementing Agency will ensure that UNDP’s global policies for the application of human rights based approaches are integrated into its projects and programmes, including considerations with regard to gender equality and the engagement and protection of the rights of indigenous and local peoples. UNDP Indonesia will therefore ensure that the procedures followed during project implementation adhere to these UNDP global policies, as well as Indonesia's government requirements. To this end, during project preparation all key stakeholders will be consulted appropriately. Opportunity will be given to key stakeholders to comment on project design and plan. The project M&E system, including demonstration project management committees and the project steering committee, will provide oversight for project implementation, including decisions required on any human rights issues arising from project implementation.

*Briefly describe in the space below how the Project is likely to improve gender equality and women’s empowerment*

The entry point of this project to promote peace and tolerance is through religious education that will certainly have positive impact on both women and men. The project will also facilitate the active involvement of women in project activities, particularly in the decision making process.

*Briefly describe in the space below how the Project mainstreams environmental sustainability*

Indirectly, the project will facilitate to mainstream environmental sustainability by integrating the principles into the project activities.
### Part B. Identifying and Managing Social and Environmental Risks

**QUESTION 2:** What are the Potential Social and Environmental Risks?

*Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses).*

**QUESTION 3:** What is the level of significance of the potential social and environmental risks?

*Note: Respond to Questions 4 and 5 below before proceeding to Question 6 *

**QUESTION 6:** What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?

<table>
<thead>
<tr>
<th>Risk Description</th>
<th>Impact and Probability (1-5)</th>
<th>Significance (Low, Moderate, High)</th>
<th>Comments</th>
</tr>
</thead>
</table>
| Risk 1: The project fails to recognize the sensitivity of the issue on violent extremism and radicalisation. | I = 5
P = 1 | Low | Unlikely scenario |

**QUESTION 4:** What is the overall Project risk categorization?

Select one (see SESP for guidance) | Comments |
---|---|
Low Risk | X |
Moderate Risk | ☐ |
High Risk | ☐ |

**QUESTION 5:** Based on the identified risks and risk categorization, what requirements of the SES are relevant?

Check all that apply | Comments |
---|---|
Principle 1: Human Rights | |
Principle 2: Gender Equality and Women’s Empowerment | |
1. Biodiversity Conservation and Natural Resource Management | |
2. Climate Change Mitigation and Adaptation | |
3. Community Health, Safety and Working Conditions | X Relevant in a positive manner |
### Final Sign Off

<table>
<thead>
<tr>
<th>Signature</th>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>QA Assessor</td>
<td></td>
<td>UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have &quot;checked&quot; to ensure that the SESP is adequately conducted.</td>
</tr>
<tr>
<td>Syamsul Tarigan Technical Advisor/ Programme Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>QA Approver</td>
<td></td>
<td>UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have &quot;cleared&quot; the SESP prior to submittal to the PAC.</td>
</tr>
<tr>
<td>Francine Pickup Deputy Country Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PAC Chair</td>
<td></td>
<td>UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.</td>
</tr>
<tr>
<td>Francine Pickup Deputy Country Director</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# SESP Attachment: Social and Environmental Risk Screening Checklist

<table>
<thead>
<tr>
<th>Checklist Potential Social and Environmental Risks</th>
<th>Answer (Yes/No)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Principles 1: Human Rights</strong></td>
<td></td>
</tr>
<tr>
<td>1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?</td>
<td>NO</td>
</tr>
<tr>
<td>2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups?</td>
<td>NO</td>
</tr>
<tr>
<td>3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?</td>
<td>NO</td>
</tr>
<tr>
<td>4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?</td>
<td>NO</td>
</tr>
<tr>
<td>5. Are there measures or mechanisms in place to respond to local community grievances?</td>
<td>YES</td>
</tr>
<tr>
<td>6. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?</td>
<td>NO</td>
</tr>
<tr>
<td>7. Is there a risk that rights-holders do not have the capacity to claim their rights?</td>
<td>NO</td>
</tr>
<tr>
<td>8. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?</td>
<td>YES</td>
</tr>
<tr>
<td>9. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?</td>
<td>NO</td>
</tr>
</tbody>
</table>

**Principle 2: Gender Equality and Women’s Empowerment**

<table>
<thead>
<tr>
<th><strong>Principle 2: Gender Equality and Women’s Empowerment</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?</td>
<td>NO</td>
</tr>
<tr>
<td>2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?</td>
<td>NO</td>
</tr>
<tr>
<td>3. Have women’s groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?</td>
<td>YES</td>
</tr>
<tr>
<td>3. Would the Project potentially limit women’s ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?</td>
<td>NO</td>
</tr>
</tbody>
</table>

For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being

**Principle 3: Environmental Sustainability**

Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below

**Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management**

<table>
<thead>
<tr>
<th><strong>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?</td>
<td>NO</td>
</tr>
</tbody>
</table>

For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes

---

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

<table>
<thead>
<tr>
<th>1.2</th>
<th>Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.3</td>
<td>Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)</td>
<td>NO</td>
</tr>
<tr>
<td>1.4</td>
<td>Would Project activities pose risks to endangered species?</td>
<td>NO</td>
</tr>
<tr>
<td>1.5</td>
<td>Would the Project pose a risk of introducing invasive alien species?</td>
<td>NO</td>
</tr>
<tr>
<td>1.6</td>
<td>Does the Project involve harvesting of natural forests, plantation development, or reforestation?</td>
<td>NO</td>
</tr>
<tr>
<td>1.7</td>
<td>Does the Project involve the production and/or harvesting of fish populations or other aquatic species?</td>
<td>NO</td>
</tr>
</tbody>
</table>
| 1.8 | Does the Project involve significant extraction, diversion or containment of surface or groundwater?  
For example, construction of dams, reservoirs, river basin developments, groundwater extraction | NO |
| 1.9 | Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) | NO |
| 1.10 | Would the Project generate potential adverse transboundary or global environmental concerns? | NO |
| 1.11 | Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?  
For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered. | NO |

### Standard 2: Climate Change Mitigation and Adaptation

| 2.1 | Will the proposed Project result in significant greenhouse gas emissions or may exacerbate climate change? | NO |
| 2.2 | Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change? | NO |
| 2.3 | Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)?  
For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population’s vulnerability to climate change, specifically flooding | NO |

### Standard 3: Community Health, Safety and Working Conditions

| 3.1 | Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities? | NO |

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5 In regards to CO₂, ‘significant emissions’ corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]
### Checklist Potential Social and Environmental Risks

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Answer (Yes/No)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2</td>
<td>Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?</td>
<td>NO</td>
</tr>
<tr>
<td>3.3</td>
<td>Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?</td>
<td>NO</td>
</tr>
<tr>
<td>3.4</td>
<td>Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)</td>
<td>NO</td>
</tr>
<tr>
<td>3.5</td>
<td>Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?</td>
<td>NO</td>
</tr>
<tr>
<td>3.6</td>
<td>Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?</td>
<td>NO</td>
</tr>
<tr>
<td>3.7</td>
<td>Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?</td>
<td>NO</td>
</tr>
<tr>
<td>3.8</td>
<td>Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?</td>
<td>NO</td>
</tr>
<tr>
<td>3.9</td>
<td>Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?</td>
<td>NO</td>
</tr>
</tbody>
</table>

#### Standard 4: Cultural Heritage

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Answer (Yes/No)</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)</td>
<td>NO</td>
</tr>
<tr>
<td>4.2</td>
<td>Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?</td>
<td>NO</td>
</tr>
</tbody>
</table>

#### Standard 5: Displacement and Resettlement

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Answer (Yes/No)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>Would the Project potentially involve temporary or permanent and full or partial physical displacement?</td>
<td>NO</td>
</tr>
<tr>
<td>5.2</td>
<td>Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?</td>
<td>NO</td>
</tr>
<tr>
<td>5.3</td>
<td>Is there a risk that the Project would lead to forced evictions?</td>
<td>NO</td>
</tr>
<tr>
<td>5.4</td>
<td>Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?</td>
<td>NO</td>
</tr>
</tbody>
</table>

#### Standard 6: Indigenous Peoples

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Answer (Yes/No)</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1</td>
<td>Are indigenous peoples present in the Project area (including Project area of influence)?</td>
<td>NO</td>
</tr>
<tr>
<td>6.2</td>
<td>Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?</td>
<td>NO</td>
</tr>
<tr>
<td>6.3</td>
<td>Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?</td>
<td>NO</td>
</tr>
</tbody>
</table>

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6 Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.
<table>
<thead>
<tr>
<th>Checklist Potential Social and Environmental Risks</th>
<th>Answer (Yes/No)</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.4 Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?</td>
<td>NO</td>
</tr>
<tr>
<td>6.4 Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?</td>
<td>NO</td>
</tr>
<tr>
<td>6.5 Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?</td>
<td>NO</td>
</tr>
<tr>
<td>6.6 Would the Project adversely affect the development priorities of indigenous peoples as defined by them?</td>
<td>NO</td>
</tr>
<tr>
<td>6.7 Would the Project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?</td>
<td>NO</td>
</tr>
<tr>
<td>6.8 Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?</td>
<td>NO</td>
</tr>
</tbody>
</table>

**Standard 7: Pollution Prevention and Resource Efficiency**

<p>| 7.1 Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts? | NO |
| 7.2 Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)? | NO |
| 7.3 Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol | NO |
| 7.4 Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health? | NO |
| 7.5 Does the Project include activities that require significant consumption of raw materials, energy, and/or water? | NO |</p>
<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Date Identified</th>
<th>Type</th>
<th>Impact &amp; Probability</th>
<th>Countermeasures / Management response</th>
<th>Owner</th>
<th>Submitted, updated by</th>
<th>Last Update</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sustainability / replicability</td>
<td>At the onset of project document formulation</td>
<td>Political</td>
<td>There is a risk that results produced by project will not be sustained beyond the project lifetime. There is also a risk that project results will not be scaled up. P = 3 I = 3</td>
<td>The project includes specific outputs on communicating results to stakeholders and engaging stakeholders during all stages of project implementation. The activities under those outputs will demonstrate the value of the project which may strengthen the Government's appreciation of the results and recommendations, and therefore make it more likely that the Government will support the approval of results and recommendations for post-project implementation. The activities of this project were strategically selected and designed to promote sustainability and replicability.</td>
<td>Project Manager</td>
<td>Programme Manager</td>
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<tr>
<td>#</td>
<td>Description</td>
<td>Date Identified</td>
<td>Type</td>
<td>Impact &amp; Probability</td>
<td>Countermeasures / Management response</td>
<td>Owner</td>
<td>Submitted, updated by</td>
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<td>2</td>
<td>Coordination of project document formulation</td>
<td>At the onset of project document formulation</td>
<td>Operational</td>
<td>Insufficient support from strategic partners for participating in the necessary multi-stakeholder coordination mechanism. Given the multi-faceted nature of the project, engagement of a multitude of stakeholders is required. There is a real risk that coordination will be challenging.</td>
<td>From the initiation stage, consultations were organized with key stakeholders to increase their understanding of the project and establish networks of collaboration. Once implementation of the project begins, key stakeholders will meet on a regular basis so that they are aware of the progress of the project and contribute to the project. Additionally, the project has selected activities to strengthen institutional mechanisms for improved coordination and collaboration.</td>
<td>Project Manager</td>
<td>Programme Manager</td>
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<tr>
<td>3</td>
<td>Internal capacity</td>
<td>At the onset of project document formulation</td>
<td>Organizational</td>
<td>Low capacity of local strategic partners (Government, CSOs) in project implementation. Low capacity will hinder project implementation due to poor decision-making and project support.</td>
<td>Provide capacity building activities in the form of trainings/ workshops about the project, and cross visits to learn from other projects.</td>
<td>Project Manager</td>
<td>Programme Manager</td>
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<tr>
<td>#</td>
<td>Description</td>
<td>Date Identified</td>
<td>Type</td>
<td>Impact &amp; Probability</td>
<td>Countermeasures / Management response</td>
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<tr>
<td>4</td>
<td>Lack of ownership and leadership</td>
<td>1 October 2016</td>
<td>Strategic</td>
<td>P = 2 I = 2</td>
<td>To increase government’s ownership of the project, the project design includes measures to promote ownership. Project activities will be informed by the best available expertise, facilitated by experts and independent advisors in such a way that stakeholders discuss and come to consensus agreements themselves. This approach helps strengthen the ownership and legitimacy of the decisions reached in stakeholder consultations, workshops, or other project exercises.</td>
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Project Manager    Programme Manager  |  |  |  |  |  |  |  |  |  |
Annex 4. Capacity Assessment (HACT Micro Assessment)

The HACT Micro Assessment of PPIM-UIN will be inserted into this Project Document (to be finalized in May 2017).
Annex 5. Terms of Reference for the Project Board and Key Management Positions

Project Board

Overall responsibilities:
The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the National Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP’s ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Composition and organization: This group contains three roles, including:

1. An Executive: individual representing the project ownership to chair the group.
2. Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier’s primary function within the Board is to provide guidance regarding the technical feasibility of the project.
3. Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary’s primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Potential members of the Project Board are reviewed and recommended for approval during the LPAC meeting. For example, the Executive role can be held by a representative from the Government Cooperating Agency or UNDP, the Senior Supplier role is held by a representative of the Implementing Partner and/or UNDP, and the Senior Beneficiary role is held by a representative

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7 UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective 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. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, that of UNDP shall apply.

8 Depending on its composition, the Outcome Board can fulfill the function of the Project Appraisal Committee (LPAC)
of the government or civil society. Representative of other stakeholders can be included in the Board as appropriate.

**Specific responsibilities:**

**Initiating a project**
- Agree on Project Manager’s responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate Project Assurance function to the Programme Manager, as appropriate;
- Review and appraise detailed the Annual Work Plan (AWP), including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

**Running a project**
- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager’s tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager’s tolerances are exceeded;
- Assess and decide on project changes through revisions;

**Closing a project**
- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission project evaluation (only when required by partnership agreement)
- Notify operational completion of the project to the Outcome Board.

**Executive**
The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive’s role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.
Specific Responsibilities (as part of the above responsibilities for the Project Board)
- Ensure that there is a coherent project organisation structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress
- Organise and chair Project Board meetings

The Executive is responsible for overall assurance of the project as described below. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

Senior Beneficiary
The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness the role should not be split between too many people.

Specific Responsibilities (as part of the above responsibilities for the Project Board)
- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritise and contribute beneficiaries’ opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

The assurance responsibilities of the Senior Beneficiary are to check that:
- Specification of the Beneficiary’s needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary’s needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

Where the project’s size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities (see also the section below)

Senior Supplier
The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier’s primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role.
Specific Responsibilities (as part of the above responsibilities for the Project Board)

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

The supplier assurance role responsibilities are to:

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project

If warranted, some of this assurance responsibility may be delegated (see also the section below)

Project Manager

Overall responsibilities: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager’s prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Specific responsibilities would include:

Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party(ies);
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles;

Running a project

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);

Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;

Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;

Be responsible for managing issues and requests for change by maintaining an Issues Log.

Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;

Prepare the Annual review Report, and submit the report to the Project Board and the Outcome Board;

Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

Closing a Project

Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;

Identify follow-on actions and submit them for consideration to the Project Board;

Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;

Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

Project Assurance

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

Project Assurance has to be independent of the Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Manager/Officer typically holds the Project Assurance role.

The implementation of the assurance responsibilities needs to answer the question “What is to be assured?”. The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality.

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not “creeping upwards” unnoticed
Internal and external communications are working
Applicable UNDP rules and regulations are being observed
Any legislative constraints are being observed
Adherence to RMG monitoring and reporting requirements and standards
Quality management procedures are properly followed
Project Board's decisions are followed and revisions are managed in line with the required procedures

Specific responsibilities would include:

Initiating a project
- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that people concerned are fully informed about the project
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out

Running a project
- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”.
- Ensure that the Project Data Quality Dashboard remains “green”

Closing a project
- Ensure that the project is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in Atlas accordingly.

Project Management Unit (Project Support)

Overall responsibilities:  The Project Management Unit role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. The provision of any Project Management Unit on a formal basis is optional. It is necessary to keep Project Management Unit and Project Assurance roles separate in order to maintain the independence of Project Assurance.

Specific responsibilities:  Some specific tasks of the Project Management Unit would include:

Provision of administrative services:
- Set up and maintain project files
- Collect project related information data
• Update plans
• Administer the quality review process
• Administer Project Board meetings

Project documentation management:
• Administer project revision control
• Establish document control procedures
• Compile, copy and distribute all project reports

Financial Management, Monitoring and reporting
• Assist in the financial management tasks under the responsibility of the Project Manager
• Provide support in the use of Atlas for monitoring and reporting

Provision of technical support services
• Provide technical advices
• Review technical reports
• Monitor technical activities carried out by responsible parties

Project Coordinator for CVE
Functions / Key Results Expected:
Manage and supervise the project team to ensure effective implementation and achievement of results:
• Oversees the day-to-day project implementation and ensure achievement of targets as outlined in the project work plan, in close coordination with the Responsible Party;
• Leads and supervises project team, builds team coherence and establishes clear roles and responsibilities among team members;
• Mobilises goods and services and other project inputs, including preparing ToRs for expert consultants, meetings and workshops as necessary;
• Ensures that the quality of project inputs meet the expected standards and are sufficient to produce project outputs and targets;
• Takes overall responsibility for the project and performs oversight roles for project compliance against the relevant government and UNDP regulations for project management;
• Develops the project standard operating procedures in line with the government and UNDP’s regulations; seeks the board’s approval; and takes responsibility for updating and revising it as necessary;
• Manages critical issues, troubleshoots problems and develops solutions to the overall processes of project implementation;
• Consults with the project board through the National Project Director for any issues that require their attention, including issues related to deviation from the approved work plans and its tolerance (e.g. deviation from the approved target, and/or budget); and
• Ensures effective monitoring of project performance, and the preparation of high quality and results oriented progress reports.

Ensure effective planning, budgeting, and implementation of the project:
• In close coordination with the Responsible party, prepares project’s annual and quarterly work plans and organizes project board meetings to obtain their approval;
• In close coordination with the Responsible party, implements project work plan and ensures that the project remains within the tolerance level of the approved work plan;
Conducts regular monitoring to ensure achievement of targets in line with the annual work plan and that project implementation at all levels complies with the approved project SoP;

Prepares quarterly project reports, in line with the standard template and presents it to the project assurance team on a timely manner;

Provides additional inputs and data for external project reports as necessary and required by the project assurance team;

Organizes quarterly project board meetings and reports to the project board the project’s quarterly progress together with any issues that may require project board decisions; and

As required and directed by the project board, liaises with UNDP’s Quality Assurance, Reporting and Evaluation Unit (QARE) to initiate project review and evaluation processes, and supports the conduct of such exercises under the overall management of the task manager as designated by QARE.

Create and nurture strategic partnerships and support to the implementation of resource mobilization:

Establishes and maintains good working relationships with the relevant public and development partners who are the principal counterparts for the project;

Initiates and maintains partnerships with development partners, government institutions, private sector, civil society and other stakeholders to contribute to the achievement of project results;

Builds project reputation for quality design, reliable delivery as well as integrity and accountability;

Identifies and works with key partners/stakeholders to ensure synergies with other projects/initiatives and to avoid duplication of activities among actors;

Identifies opportunities for mobilizing resources for the project, and prepares substantive briefs on possible areas of cooperation; and

In coordination with UNDP’s Communication unit and other relevant counterpart communications department, strengthens the communication of the project in order to communicate results, deepen stakeholder knowledge and buy-in to the project, and to facilitate resource mobilization for the project

Facilitate knowledge building and management for and from the project implementation:

Identifies best practices and lessons learnt from the project and from other initiatives that can be helpful to the project in achieving its goals and objectives;

Generate materials demonstrating the value of the approach adopted for consumption of the donor;

Organizes and delivers trainings for the operations/project staff on project/programme management issues, including project staff of the Responsible Party;

Conducts internal capacity building training for project staffs (including project staff of the Responsible Party) to facilitate appropriate management and timely delivery of project outputs;

Identifies policy issues for codification and sharing;

Leads in generating knowledge products such as best practices and lessons learnt for knowledge sharing; and

Contributes to knowledge networks and communities of practice.
Project Monitoring and Reporting Officer for CVE

Functions / Key Results Expected:

Ensures the implementation of monitoring and reporting policies and strategies, focusing on achievement of the following results:

- Provision of regular update and input in monitoring of project activities, to assess overall project implementation with respect to project objectives, outputs and indicators;
- Provision of effective troubleshooting, suggestion for corrective measures to be undertaken, and make arrangements of technical assistance to implementing partners based on results of monitoring, where necessary;
- Timely reporting arrangements are in place and being implemented to ensure that the reporting requirements are met in a timely manner;
- Timely collection of information and drafting of ‘human interest stories’ of persons impacted by UNDP supported programming;
- Provision of guidance to responsible party and serves as focal point for M&R in line with UNDP monitoring and reporting policies, procedures and practices;
- Analysis of data related to the project at the national, provincial and district levels;
- High-quality data presentations, data maps, statistical spreadsheets for internal and external consumption: government, donors, other UN agencies, etc.
- Effective showcase to donors and external stakeholders on progress made and impacts delivered.

Ensure effective support of the implementation of evaluation plan, focusing on achievement of the following results:

- Provision of guidance to responsible party and serves as focal point for M&R in line with UNDP evaluation policies, procedures and practices;
- Provision of input for the Project Coordinator on the needs for evaluation based on the donor agreements;
- Analysis based on data collection for the evaluation process as necessary and requested by independent evaluators;
- Coordination with the project team, project board and the stakeholders to ensure smooth conduct of the evaluation;
- Provision of high quality of data and strategic inputs for improving the existing M&R systems;
- Timely implementation of evaluation recommendations.

Ensures facilitation of knowledge building and knowledge sharing in the area of monitoring and reporting, focusing on achievement of the following results:

- Effective support to project staff (including project staff of the Responsible Party) in identification, documentation, synthesis of lessons learned and best practices to be integrated into broader knowledge management efforts;
- Contribution to the implementation of Evaluation Knowledge Management and Learning Strategy;
- Established system and updated documentation of research reports, studies and evaluations are maintained. This includes the collection and documentation of relevant reports from government research bodies, national and international agencies, etc.
- Facilitation and participation in results-oriented monitoring and evaluation training efforts.

Project Finance Associate for CVE

Functions / Key Results Expected:

Summary of key functions:
Finance and budget management for quality and timely delivery of projects with good value for money, which includes:

- Administer and implement the operational and financial management strategies.
- Provide support to the Project management, especially on the finance and budget aspects. Projects budget management, including budget control and spending projection.
- Prepare financial report to the Project Coordinator for CVE, Country Office, and donors
- Monitor project accounts and process project closure as guided by POPP
- Facilitation of knowledge building and knowledge sharing in the Project Management and provide guidance to stakeholders on financial matters the compliance to UNDP POPP and Financial Regulation and deliver training to the project team;

**Administer and implement operational and financial management strategies, and adapts processes and procedures focusing on achievement of the following results:**

- Full compliance with UN/UNDP rules, regulations, and policies of financial activities, financial recording/reporting system and follow up on audit recommendations; implementation of effective internal controls, proper functioning of a client- and delivery-oriented financial resources management system.
- Finance business processes mapping at the project level and elaboration of the content of Project Standard Operating Procedures in consultation with the Supervisor and Finance CO as required.
- Effective support to the DGPRU's Operations Team in ensuring project management specifically on finance and administration.
- All financial transaction are identified, recorded and verified in compliance with IPSAS as outlined in the corporate policies and procedures
- Continuous analysis and monitoring of the financial situation, presentation of forecasts for the program and projects, monitoring of financial exception reports for unusual activities, transactions.
- Recommendation for any business process improvement to achieve efficiency and effectiveness in the project implementation.
- Provision of information and documents for the audit purposes and follow up implementation of audit recommendations.

**Provide support to the Project Management, especially on the finance and budget aspects. Manage and monitor the projects' budgets by focusing on achievement of the following results:**

- Development and follow up on the Programme Portfolio Pipeline and Project Tree in ATLAS. Entry of data of new grant into ATLAS in the form of Annual Work Plans (AWPs), monitoring of AWPs status and properly closing of projects according to prevailing procedure within timeline.
- Provision advice on budgeting exercise with proper UNDP cost-recovery methodology (implementation of General Management Service (GMS) and Direct Project Costing.
- Elaboration of proposals and planning of financial resources within the projects and program unit. Preparation of reports containing analysis of the financial situation.
- Preparation and monitoring of budgets; regular analysis and reporting on the budget approvals and the delivery situation.
- Implementation of the control mechanism for projects throughout the process of budgets preparation, budget revision and reporting. Monitor the budgetary status versus resources, follow up with CO and donor for cash transfers.

**Ensure timely Financial Reporting to Project Coordinator, UNDP CO and donors:**

- Effective support to the Operation Manager and Project Managers in preparing Annual Work plan and donor report as required by donors.
- Working with UNDP CO and project staff in ensuring financial reporting for both external and internal report has complied with UNDP rules and regulations and accurate.

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- Accuracy verification of Combined Delivery Report and follow-up on their signing by National Counterpart.
- Regular monitoring on the projects delivery.
- Verification and reconciliation of various expenditures reports from Atlas

Ensures proper control of accounts and process project closure by focusing on achievement of the following results:

- Analysis and elaboration of proposals for the internal expenditures’ control system which ensures that vouchers processed are matched and completed, transactions are correctly recorded and posted in Atlas; payrolls are duly prepared; MPOs, travel claims and other entitlements are duly processed, and receipting of goods and services and establishment of accruals are properly done in compliance with IPSAS and UNDP policies and procedures.
- Periodically follow up exception in dashboards and outstanding advance balance and identify remedial actions in coordination with the supervisor.
- Timely corrective actions on unposted vouchers, including the vouchers with budget check errors, match exceptions, unapproved vouchers. Timely response to DGPR unit and CO requests to resolve financial data issues.
- Control of the Accounts Receivables for UNDP projects and maintenance of the General Ledger.
- Timely project closure by ensuring the project, outputs and commitments are closed timely.

Ensures facilitation of knowledge building and knowledge sharing in the Project Management and provide guidance to stakeholders on financial matters focusing on achievement of the following results:

- Provision of guidance to the implementing agencies and other beneficiaries on routine implementation of project, tracking use of financial resources.
- Delivered training for the projects staff on financial management and RBM
- Synthesis of lessons learned and best practices in Finance.
- Sound contributions to knowledge networks and communities of practice

**Project Assistant for CVE**

**Functions / Key Results Expected:**

Support the project team to ensure effective project planning, budgeting and implementation focusing on achievement of the following results:

- Assists in the coordination of project planning and preparation work for, typically, a medium-size and complex component of the project initiatives; monitors status of project proposals and receipt of relevant documentation for review and approval.
- Compiles, summarizes, and presents basic information/data on specific project and related topics or issues.
- Reviews project documents, especially cost plans/budgets, for completeness and compliance with relevant rules and procedures prior to submission for final approval and signature; identifies inconsistencies; distributes project documents to relevant parties upon approval.
- Implement project standard operating procedures in line with the government and UNDP’s regulations;

Support to the effective reporting on progress of project implementation

- Preparation of budget revisions, support to the preparation of annual and quarterly work plans as well as project board meetings, audit, operational and financial closure of a project.
Support to the preparation of quarterly project reports, in line with the monitoring and reporting guidelines and presents it to the project assurance team on a timely manner;

Compiles, summarizes and enters data on project delivery; drafts related status reports, identifying shortfalls in delivery, budget overruns, etc., and brings to the attention of management

To provide administrative support for preparation of high quality and results oriented progress reports.

Provides administrative support to the Project Management Unit focusing on achievement of the following results:

Serves as focal point for administrative, HR, Procurement, Security and office coordination of project implementation activities, involving extensive liaison with a diverse organizational unit to initiate requests, obtain necessary clearances, process and follow-up on administrative actions, e.g. recruitment and appointment of personnel, travel arrangements, training/study tours, authorization of payments, disbursement of funds, procurement of equipment and services, security compliance, etc.

Provision of general office assistance such as response to complex information requests and inquiries; reviews, logs and routes incoming correspondence; establishment of filing system and maintenance files/records; organization of meetings, workshops; routine administrative tasks, including maintaining attendance records, assessing telephone billing, etc.

Drafts correspondence on budget-related issues, periodic reports, briefing notes, graphic and statistical summaries, accounting spreadsheets, etc

Support strategic partnerships, communication and support to the implementation of resource mobilization

Updated database of the relevant public and development partners private sector, civil society and other stakeholders who are counterparts for the project;

In coordination with UNDP’s Communication unit and other relevant counterpart communications department, support documentation of the project activities as a tool to communicate results, deepen stakeholder knowledge and buy-in to the project, and resource mobilization for the project.

Supports knowledge building and knowledge sharing focusing on achievement of the following results:

Participation in the trainings for the operations/projects staff.

Synthesis of lessons learned and best practices in project support management function.

Contributions to knowledge networks and communities of practice

**General responsibilities of the Government, UNDP and the executing agency**

1. All phases and aspects of UNDP assistance to this project shall be governed by and carried out in accordance with the relevant and applicable resolutions and decisions of the competent United Nations organs and in accordance with UNDP's policies and procedures for such projects, and subject to the requirements of the UNDP Monitoring, Evaluation and Reporting System.

2. The Government shall remain responsible for this UNDP-assisted development project and the realization of its objectives as described in this Project Document.

3. Assistance under this Project Document being provided for the benefit of the Government and the people of (the particular country or territory), the Government shall bear all risks of operations in respect of this project.

4. The Government shall provide to the project the national counterpart personnel, training facilities, land, buildings, equipment and other required services and facilities. It shall designate the Government Co-operating Agency named in the cover page of this document (hereinafter referred to as the "Co-operating Agency"), which shall be directly responsible for the implementation of the Government contribution to the project.

5. The UNDP undertakes to complement and supplement the Government participation and will provide through the Executing Agency the required expert services, training, equipment and other services within the funds available to the project.

6. Upon commencement of the project the Executing Agency shall assume primary responsibility for project execution and shall have the status of an independent contractor for this purpose. However, that primary responsibility shall be exercised in consultation with UNDP and in agreement with the Co-operating Agency. Arrangements to this effect shall be stipulated in the Project Document as well as for the transfer of this responsibility to the Government or to an entity designated by the Government during the execution of the project.

7. Part of the Government's participation may take the form of a cash contribution to UNDP. In such cases, the Executing Agency will provide the related services and facilities and will account annually to the UNDP and to the Government for the expenditure incurred.

    (a) **Participation of the Government**

1. The Government shall provide to the project the services, equipment and facilities in the quantities and at the time specified in the Project Document. Budgetary provision, either in kind or in cash, for the Government's participation so specified shall be set forth in the Project Budgets.

2. The Co-operating Agency shall, as appropriate and in consultation with the Executing Agency, assign a director for the project on a full-time basis. He shall carry out such responsibilities in the

\(^9\) Standard annex to project documents for use in countries which are not parties to the Standard Basic Assistance Agreement (SBAA).
project as are assigned to him by the Co-operating Agency.

3. The estimated cost of items included in the Government contribution, as detailed in the Project Budget, shall be based on the best information available at the time of drafting the project proposal. It is understood that price fluctuations during the period of execution of the project may necessitate an adjustment of said contribution in monetary terms; the latter shall at all times be determined by the value of the services, equipment and facilities required for the proper execution of the project.

4. Within the given number of man-months of personnel services described in the Project Document, minor adjustments of individual assignments of project personnel provided by the Government may be made by the Government in consultation with the Executing Agency, if this is found to be in the best interest of the project. UNDP shall be so informed in all instances where such minor adjustments involve financial implications.

5. The Government shall continue to pay the local salaries and appropriate allowances of national counterpart personnel during the period of their absence from the project while on UNDP fellowships.

6. The Government shall defray any customs duties and other charges related to the clearance of project equipment, its transportation, handling, storage and related expenses within the country. It shall be responsible for its installation and maintenance, insurance, and replacement, if necessary, after delivery to the project site.

7. The Government shall make available to the project - subject to existing security provisions - any published and unpublished reports, maps, records and other data which are considered necessary to the implementation of the project.

8. Patent rights, copyright rights and other similar rights to any discoveries or work resulting from UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the Parties in each case, however, the Government shall have the right to use any such discoveries or work within the country free of royalty and any charge of similar nature.

9. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.

10. The services and facilities specified in the Project Document which are to be provided to the project by the Government by means of a contribution in cash shall be set forth in the Project Budget. Payment of this amount shall be made to the UNDP in accordance with the Schedule of Payments by the Government.

11. Payment of the above-mentioned contribution to the UNDP on or before the dates specified in the Schedule of Payments by the Government is a prerequisite to commencement or continuation of project operations.

   (b) Participation of the UNDP and the executing agency

1. The UNDP shall provide to the project through the Executing Agency the services, equipment and facilities described in the Project Document. Budgetary provision for the UNDP contribution as specified shall be set forth in the Project Budget.

2. The Executing Agency shall consult with the Government and UNDP on the candidature of the
Project Manager\textsuperscript{10} who, under the direction of the Executing Agency, will be responsible in the country for the Executing Agency's participation in the project. The Project Manager shall supervise the experts and other agency personnel assigned to the project, and the on-the-job training of national counterpart personnel. He shall be responsible for the management and efficient utilization of all UNDP-financed inputs, including equipment provided to the project.

3. The Executing Agency, in consultation with the Government and UNDP, shall assign international staff and other personnel to the project as specified in the Project Document, select candidates for fellowships and determine standards for the training of national counterpart personnel.

4. Fellowships shall be administered in accordance with the fellowships regulations of the Executing Agency.

5. The Executing Agency may, in agreement with the Government and UNDP, execute part or all of the project by subcontract. The selection of subcontractors shall be made, after consultation with the Government and UNDP, in accordance with the Executing Agency's procedures.

6. All material, equipment and supplies which are purchased from UNDP resources will be used exclusively for the execution of the project, and will remain the property of the UNDP in whose name it will be held by the Executing Agency. Equipment supplied by the UNDP shall be marked with the insignia of the UNDP and of the Executing Agency.

7. Arrangements may be made, if necessary, for a temporary transfer of custody of equipment to local authorities during the life of the project, without prejudice to the final transfer.

8. Prior to completion of UNDP assistance to the project, the Government, the UNDP and the Executing Agency shall consult as to the disposition of all project equipment provided by the UNDP. Title to such equipment shall normally be transferred to the Government, or to an entity nominated by the Government, when it is required for continued operation of the project or for activities following directly therefrom. The UNDP may, however, at its discretion, retain title to part or all of such equipment.

9. At an agreed time after the completion of UNDP assistance to the project, the Government and the UNDP, and if necessary the Executing Agency, shall review the activities continuing from or consequent upon the project with a view to evaluating its results.

10. UNDP may release information relating to any investment oriented project to potential investors, unless and until the Government has requested the UNDP in writing to restrict the release of information relating to such project.

Rights, Facilities, Privileges and Immunities

1. In accordance with the Agreement concluded by the United Nations (UNDP) and the Government concerning the provision of assistance by UNDP, the personnel of UNDP and other United Nations organizations associated with the project shall be accorded rights, facilities, privileges and immunities specified in said Agreement.

2. The Government shall grant UN volunteers, if such services are requested by the Government, the same rights, facilities, privileges and immunities as are granted to the personnel of UNDP.

\textsuperscript{10} May also be designated Project Co-ordinator or Chief Technical Adviser, as appropriate.
3. The Executing Agency's contractors and their personnel (except nationals of the host country employed locally) shall:

(a) Be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project;

(b) Be immune from national service obligations;

(c) Be immune together with their spouses and relatives dependent on them from immigration restrictions;

(d) Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project;

(e) Be accorded together with their spouses and relatives dependent on them the same repatriation facilities in the event of international crisis as diplomatic envoys.

4. All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.

5. The Government shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organization which may be retained by the Executing Agency and on the personnel of any such firm or organization, except for nationals of the host country employed locally, in respect of:

(a) The salaries or wages earned by such personnel in the execution of the project;

(b) Any equipment, materials and supplies brought into the country for the purposes of the project or which, after having been brought into the country, may be subsequently withdrawn therefrom;

(c) Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned under (b), above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and

(d) As in the case of concessions currently granted to UNDP and Executing Agency's personnel, any property brought, including one privately owned automobile per employee, by the firm or organization or its personnel for their personal use or consumption or which after having been brought into the country, may subsequently be withdrawn therefrom upon departure of such personnel.

6. The Government shall ensure:

(a) prompt clearance of experts and other persons performing services in respect of this project; and

(b) the prompt release from customs of:
(i) equipment, materials and supplies required in connection with this project; and
(ii) property belonging to and intended for the personal use or consumption of the personnel of the UNDP, its Executing Agencies, or other persons performing services on their behalf in respect of this project, except for locally recruited personnel.

7. The privileges and immunities referred to in the paragraphs above, to which such firm or organization and its personnel may be entitled, may be waived by the Executing Agency where, in its opinion or in the opinion of the UNDP, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the project or to the interest of the UNDP or the Executing Agency.

8. The Executing Agency shall provide the Government through the resident representative with the list of personnel to whom the privileges and immunities enumerated above shall apply.

9. Nothing in this Project Document or Annex shall be construed to limit the rights, facilities, privileges or immunities conferred in any other instrument upon any person, natural or juridical, referred to hereunder.

Suspension or termination of assistance

1. The UNDP may by written notice to the Government and to the Executing Agency concerned suspend its assistance to any project if in the judgement of the UNDP any circumstance arises which interferes with or threatens to interfere with the successful completion of the project or the accomplishment of its purposes. The UNDP may, in the same or a subsequent written notice, indicate the conditions under which it is prepared to resume its assistance to the project. Any such suspension shall continue until such time as such conditions are accepted by the Government and as the UNDP shall give written notice to the Government and the Executing Agency that it is prepared to resume its assistance.

2. If any situation referred to in paragraph 1, above, shall continue for a period of fourteen days after notice thereof and of suspension shall have been given by the UNDP to the Government and the Executing Agency, then at any time thereafter during the continuance thereof, the UNDP may by written notice to the Government and the Executing Agency terminate the project.

3. The provisions of this paragraph shall be without prejudice to any other rights or remedies the UNDP may have in the circumstances, whether under general principles of law or otherwise.