

INTEROFFICE MEMORANDUM

Date: 2 April 2014

To: Alexandra Solovieva DCD (Programmes)

Through: *Mona*
Resources and Planning after reviewing budget, fund flow arrangements, cost recovery, implementing partners and responsible parties

*aligned with
budget.
Mona*

Through: Head of the Unit after verifying the Critical Results Path as approved during the *[Signature]*
defense process

From: Mona Mishra *Mona*

Name of Project: State Engagements (00082275)

Implementing Partner: UNDP

Critical Results Path approved by Senior Management on: NA

The following comments were made during the defense and addressed in the final Critical

Results Path: NA

United Nations Development Programme INDIA
2014 Annual Work Plan (Government of India - UNDP Country Programme Action Plan 2013-2017)

Project Title: Strategic Programmatic Engagement at State Level

Implementing Partner: UNDP

UNDP Strategic Plan Outcome7: Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles

UNDP Strategic Plan Output 7.6: Innovative development solutions and partnerships

UNDAF / CPAP Outcome: inclusive and equitable growth policies and poverty reduction strategies of the Government are strengthened to ensure that most vulnerable and marginalized people in rural and urban areas have greater access to productive assets, decent employment, skills development, social protection and sustainable livelihoods.

PROJECT DESCRIPTION (NOT MORE THAN 1/2 PAGE)

A. State the specific development challenge or gap that this AWP is addressing.

India is a federal democracy with more than half of general government expenditures being undertaken at the state or district levels. The extent of inter-state differences in the pace of economic growth and development, in the past decade, has been an area of concern. This AWP seeks to work closely with state Governments to improve delivery mechanisms and increase the efficiency and effectiveness of governance structures and programmes. Project and programme level UNDP evaluations have recommended greater emphasis on state level monitoring of UNDP projects and activities, based on closer interactions with local stakeholders and beneficiaries.

Development outcomes in India indicate that

B. Select one or more of the below strategies for addressing the above mentioned challenge/gap and describe in the context of this AWP:

- Changes in attitudes and access to decision making through awareness raising, brokering, convening
- Changes in policies, plans, budgets and legislation through support to national assessment, planning, budgeting, policy making

C. List the possible improvements in the capacities of institutions, individuals and systems that will occur as a result of this AWP.

D. List the gender issues in this AWP and specific ways in which they will be addressed.

Programme Period:	2013-2017	2014 AWP budget: US\$ 500,000
Key Result Area (Strategic Plan):	All	- Regular: US\$ 500,000
Atlas Project ID:	00074556	- Donor: US\$.....
Atlas Output ID:	00082275	- Government: US\$.....
Start date:	1 Jan, 2013	- In-kind Contributions (GEF)
End Date:	31 Dec, 2017	
PAC Meeting Date:	10 September 2013	
Implementation modality:	DIM	

Project Expenditure

Total Project Budget	Exp 2013	Budget 2014			
1,500,000	359,046	500,000			

Agreed by UNDP:

AS Solovieva 22/04/2014

None

AS

Alexandra Solovieva
 UNDP Deputy Country Director

Management Arrangements

Project Modality

Implementing Partner (IP): The project will be directly implemented by UNDP in close cooperation with government and non government partners. UNDP will be responsible for the effective use of resources and the achievement of the project outcomes and outputs as set forth in the document. UNDP will designate a nodal officer, who will be focal point for all financial management, reporting, procurement and recruitment services. UNDP recruitment and procurement rules will apply.

UNDP will prepare a budgeted Annual Work Plan on an annual basis, as per UNDP rules and regulations.

Project Steering Committee: Oversight of project level activities will be provided by the Project Steering Committee (PSC) that will be chaired by the UNDP Resident Representative. The PSC will comprise designated representatives from different sections in UNDP and a representative from DEA. Other stake holders such as relevant govt ministries or civil society partners and experts, may be invited when needed. The PSC will be responsible for approving the budgeted AWP's and providing overall guidance and oversight. PSC will be convened at least once a year. but efforts will be made to organise quarterly/half yearly meetings to ensure regular follow up.

In addition, the PSC will be responsible for regular project reviews to ensure that the agreed deliverables are produced satisfactorily according to plans and timelines; assess and decide to proceed on project changes through appropriate revisions and arbitrate on any conflicts within the project or negotiate a solution to emerging problems.

In order to ensure UNDP's ultimate accountability, PSC decisions will be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the PSC, final decision shall rest with the UNDP. In addition, the PSC plays a critical role in UNDP commissioned project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. UNDP will be responsible for achieving outcome level results. The PSC will appraise the project annual review report, make recommendations for the next annual work plan, and inform the Outcome Board about the results of the review.

The project results will be reviewed at the Country Programme Management Board (CPMB) comprising DEA and UNDP. The oversight will consist, at a minimum, of a six monthly review (at the end of the second quarter) and an annual strategic review (in the last quarter of the year) between DEA and UNDP, together with Implementing Partners. The recommendations from the annual review will be used to update and adjust the annual workplan and budgets for the coming year, if required.

UNDP will enter into agreement(s) with other organizations or entities for providing goods and services to the project, carry out project activities and produce project outputs.

UNDP will hire from project funds, State Programme officers for each of the UNDAF states. She will coordinate the Project activities including the preparation of Annual and Quarterly Work Plans, Budget, Financial Reports, etc. and will interface on project management issues. The State Programme officers will be responsible for:

Managing the overall conduct of the project;

Implementing activities by mobilizing goods and services;

Checking on progress and watch for plan deviations;

Regular progress reporting to the PSC;

Ensuring that changes are controlled and problems addressed;

Monitoring progress and risks;

Reporting on progress including measures to address challenges and opportunities.

Coordinate the Project activities including the preparation of Annual and Quarterly Work Plans, Budget, Financial Reports, etc;

Capture lessons learnt during project implementation

Prepare the annual review report, and submit the report to the PSC.

Project Assurance will be the responsibility of UNDP. The Assurance role will support the PSC by carrying out objective and independent project oversight and monitoring functions. During the implementation of the project, this role ensures (through periodic monitoring, assessment and evaluations) that appropriate project management milestones are managed and completed. The assurance will:

Ensure that funds are made available to the project;

Ensure the project is making progress towards intended outputs;

Perform regular monitoring activities, such as periodic monitoring visits and spot checks;

Ensure that resources entrusted to UNDP are utilized appropriately;

Ensure that critical project information is monitored and updated

Ensure that financial reports are submitted to UNDP on time, and that combined delivery reports are prepared and submitted to the PSC;

Ensure that risks are properly identified, managed, and monitored on regular basis.

An independent external review may be conducted through resource persons/groups to feed into this process. The UNDP official responsible for the Project Assurance and the NPM will meet on a quarterly basis to assess progress of the decisions taken in the PSC.

Project Manager will be appointed with the following responsibilities:

- Plan the activities of the project and monitor progress against the approved work-plan;
- Monitor events as determined in the project monitoring schedule plan, and update the plan as required;
- Be responsible for preparing and submitting progress reports to UNDP on a quarterly basis;
- Manage and monitor the project risks initially identified and 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;
- Capture lessons learnt during project implementation – a lesson learnt log can be used in this regard

Project Assistant role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager with the following responsibilities:

- Technical Expertise
- Set up and maintain project files;
- Collect project related information data;
- Assist the project manager in updating project plans;
- Administer PSC meetings and reviews;
- Administer project revision control;
- Establish document control procedures;
- Compile, copy and distribute all project reports;
- Assist in the financial management tasks under the responsibility of the project coordinator and manager;
- Provide support in the use of Atlas for monitoring and reporting;
- Review technical reports;
- Monitor technical activities carried out by responsible parties.

Agreement on the intellectual property rights and use of logo on the project's deliverables

In order to accord proper acknowledgement to partners, UNDP and partner logos should appear on all relevant project publications as applicable and adhere to the branding guidelines of the agencies.

Funds Flow Arrangements and Financial Management:

The project follows DIM (Direct Implementation) modality and UNDP takes on the role of implementing partner.

In this case, UNDP has the technical and administrative capacity to assume the responsibility for mobilizing and applying effectively the required inputs in order to reach the expected outputs. UNDP assumes overall management responsibility and accountability for project implementation. Accordingly UNDP would follow all policies and procedures established for its own operations and will be responsible for all financial management, reporting, procurement and recruitment services.

UNDP will prepare a budgeted Annual Work Plan on an Annual basis, as per UNDP rules and regulations.

UNDP may identify a Responsible Party to carry out activities within a DIM project. A Responsible Party is defined as an entity that has been selected to act on behalf of the UNDP on the basis of a written agreement or contract to purchase goods or provide services using the project budget. All Responsible Parties are directly accountable to UNDP in accordance with the terms of their agreement or contract with UNDP.

The Responsible Party may follow its own 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 the responsible party, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, that of UNDP shall apply.

Audit: The audit will be governed as per UNDP norms.

Project Closure:

Project will be closed as per UNDP guidelines.

II. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

- A. **MONTHLY PROGRESS REPORT:** The Implementing Partner, in consultation with the project teams, will provide brief monthly updates on progress against planned activities and budgets. These monthly reports will be provided in the format provided at **Annex 1**. These monthly reports will be consolidated, as required, by UNDP's quality assurance team for progress review meetings.
- B. **ONE TIME RISK LOG:** Based on the initial risk analysis, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation. This will be completed by UNDP project assurance team in consultation with the Implementing partner. Use the standard Risk Log template
- C. **QUARTERLY FINANCIAL REPORT:** The Implementing Partner (IP) will make use of the Funding Authorization and Certificate of Expenditures (FACE) to request for advances and report on expenditures made on a quarterly basis, or more frequently if agreed. The implementing partner must submit the FACE at the end of each quarter, within the first 10 days of the following quarter. Together with the FACE, the project has to send a copy of the bank statement as up to the date of the end of the period reported and the itemized cost estimates of the activities to be funded. The FACE form has to be certified by the designated official from the IP.
- D. **EVALUATION: NA**
- E. **ANNUAL REVIEW REPORT:** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. The reporting format at **Annex 2** will be used to provide brief description of results achieved in the year against pre-defined annual targets.
- F. **ANNUAL PROJECT REVIEW.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

III. LEGAL CONTEXT

"This document together with the CPAP signed by the Government and UNDP which is incorporated by reference, constitute together the instrument envisaged and defined in the Supplemental Provisions to the Project attached hereto and forming an integral part hereof, as "the Project Document"

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds]^[1] [UNDP funds received pursuant to the Project Document]^[2] 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/faq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document."

^[1] To be used where UNDP is the Implementing Partner

^[2] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner.