

Project Title Establish SDG Coordination Centre for facilitating implementation of Haryana SDG Vision 2030

Project Number (Project ID): 00110391

Project Number (Atlas Output ID): 00109331

Implementing Partner: Swaran Jayanti Haryana Institute of Fiscal Management (SJHIFM) as part of Finance and Planning Department, Government of Haryana

Start Date: 1 May 2018

End Date: 30 April 2021

PAC Meeting date:

Brief Description
<p>In view of India's commitment to the 2030 Agenda, Haryana too has set ambitious targets for itself for achieving the SDGs within the state. Supported by UNDP state office in Chandigarh, Government of Haryana developed the 'Vision Document 2030' (http://esaharyana.gov.in/Portals/0/undp-2030.pdf) which was launched by the Honorable Chief Minister Manohar Lal in Chandigarh on June 27, 2017 in the presence of Finance Minister Capt. Abhimanyu and United Nations Resident Coordinator (a) Mr. Diego Palacios. Haryana has envisaged an ambitious agenda by the year 2030, which aims to eradicate extreme poverty, provide housing, 24 X 7 power and clean drinking water to all residents; maintain 100% open defecation free status, attain parity in child sex ratio, reduce maternal mortality rate to 70 per 1,00,000 live births and under 5 mortality rate to 25 per 1,000 live births; eliminate malnutrition among children, ensure 100% net enrolment ratio at the pre-primary level; decrease the unemployment gap between men and women to 0%, reduce crime against women, diversify industrial growth to generate employment to the tune of 18 lakh and provide skill development training to 50,000 persons with disabilities.</p> <p>The government is committed to focus its efforts towards combating climate change and protecting forest ecosystems, biodiversity and natural resources by aiming to eliminate stubble burning by 100%, establish 400 climate smart villages and increase tree cover by 10 % by the year 2030. Haryana aims to upgrade to a modern digital state with information technology at the core for all sectors. The sustainable development of Haryana will be based on the following five principles of the new way of governance.</p> <ol style="list-style-type: none">Integrated planning, convergence and decentralized implementationFocusing on equitable development particularly to address gender inequality and regional imbalanceBuilding human capital through educational attainment and skill enhancementCitizen-centric services promoting rule of law, transparency and accountability, to facilitate easy access to essential servicesGreen growth, both infrastructural and physical growth with regard for the environmental implications and natural resources depletion <p>To implement the ambitious VISION 2030 set for the state the Government of Haryana has decided to establish an SDG Coordination Centre (SDGCC) under Swaran Jayanti Haryana Institute of Fiscal Management (SJHIFM) as part of the Finance and Planning Department, Government of Haryana, in partnership with United Nation Development Programme.</p> <p>The SDGCC would act as a capacity building centre, a catalyst or resources centre, a think tank, knowledge centre and a monitoring post for all supporting departments and ministries of Government of Haryana. SDGCC will be responsible for initiating action for convening on SDG related issues, as also meetings at government level, as and when required. SDGCC will work towards achieving the following results –</p> <ol style="list-style-type: none">Build awareness and capacity of all internal and external stakeholders around SDG VISION of Haryana and its targets through executing innovative IEC and digital media campaigns as well as organising stakeholder specific awareness meetings and workshops

- B. Prepare 3- Year Action Plans and 7 – year strategic plans for each SDG and propose integrated development solutions, innovations, policy changes, and digital governance solutions to accelerate SDG implementation
- C. Localising SDGs - Adapt SDG VISION for local district level and GP level authorities in their plans and processes.
- D. Establish plans and systems including SDGCC- Private Sector Platform to mobilize partners and resources to meet the unprecedented need for human, financial and physical resources.
- E. Monitor progress of each SDG through digital solutions including the SDG DASHBOARD and put in place innovative M & E systems to collect data from grass root level

Contributing Outcome (UNSD):

UNSD Outcome 3: By 2022, there is improved and more equitable access to, and utilization of, quality affordable health, nutrition, and water and sanitation services

CPD Outputs:


1.1: Institutions strengthened to support implementation and monitoring of the SDGs.

1.5: Partnerships forged between government, private sector, multilateral and bilateral agencies, vertical funds, Corporate Social Responsibility(CSR) and foundations that provide innovative and effective new development solutions that harness south – south opportunities.

Gender Marker – GEN2

Total resources required:	Rs. 20,17,26,083	
Total resources allocated:		
	UNDP TRAC:	-
	Donor:	-
	Government:	Rs. 20,17,26,083
	In-Kind:	
Unfunded:	Nil	

Agreed by (signatures)¹:

UNDP
 <p>Print Name: Marina Walter Designation: Deputy Country Director Date:</p>

¹ Note: Adjust signatures as needed

² The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

Though Haryana has consistently outperformed other states in terms of economic and agriculture growth, it ranks poorly on key human development indicators pointing towards a direction where a lot of new efforts are needed to achieve its full potential². Despite high productivity in agriculture, malnutrition and other deprivations including challenges related to the health and nutrition of children remain widespread. For example, 34% of children under 5 years of age are presently stunted (height for age)³, 29.4% are underweight (weight for age)⁴ and 21.2% are wasted (weight for height)⁵. Although mortality among new borns (NMR) is 26 per 1,000 live births as compared to 28 nationally, but more than half the infant deaths and under five child deaths occur during the neonatal 28 period.⁶

Large gaps remain in the genuine integration of women in all sectors of society. Child sex ratio in Haryana was the lowest in India at 834 girls per 1,000 boys as per the Census of India 2011⁷. However, some improvement has been visible in the recent past and quick estimates for 2016 suggest that the figure has increased to 900 girls per 1,000 boys⁸. Of all cases relating to the Pre- Natal Diagnostic Techniques Act, Regulation and Prevention of Misuse (PCPNDT) 1994, in India, 26% convictions were reported in Haryana (as of 31 December 2014)⁹.

Violence against women and girls is high. Between 2011 and 2015, 259% increase in kidnappings and 382% increase in molestation cases was registered¹⁰. Between 2005 and 2015, spousal violence has increased from 27.3% to 32% among women who have ever been married¹¹. Women's participation in the workforce is presently at 23.66% of the population of women in Haryana, against the national figure of 39%¹². Literacy rate of school-aged girls is 56.65% (2015/16)¹³ and the number of girls attending higher or professional education is still very low.

Prosperity has not been shared equitably and many groups have been left behind. Prominent amongst them are Dalits, orphans, manual scavengers, migrant workers, minority communities and displaced populations. Also vulnerable are persons with disabilities, Scheduled Tribes, the elderly, street children, sex workers, persons living with HIV/AIDS and the transgender community. Particularly affected are women and children across most of these groups.

Though urban India contributes close to 60% of India's GDP¹⁴, fast paced urbanization comes for a price. Haryana has seen a 45% growth in the urban population from 2001 to 2011¹⁵ and as of 2015-16, 34.9% of its population resides in urban spaces¹⁶. Urban poverty is ubiquitous, manifest in the growth of unregulated slums with attendant issues related to safe housing, drinking water, sanitation and healthcare challenges. The fallout of rapid and unplanned urbanization is evident in grossly inadequate urban transport infrastructure and services both in quantity and quality, increase in urban air and water pollution and emission levels, inadequate and unaffordable housing in cities and towns, deficit of infrastructure across cities and towns and cumbersome

² Institute of Applied Manpower Research (2011), *India Human Development Report 2011*, developed by the Institute of Applied Manpower Research, New Delhi with support from UNDP India, at the behest of the Planning Commission, Government of India, and published by Oxford University Press India, New Delhi.

³ National Family Health Survey Round 4, conducted in 2014-15 and data released by the Ministry of Health and Family Welfare, Government of India in 2015-16.

⁴ Ibid.

⁵ Ibid.

⁶ Sample Registration Survey (2015), Office of the Registrar General and Census Commissioner of India, Ministry of Home Affairs, Government of India, http://www.censusindia.gov.in/vital_statistics/SRS_Reports_2015.html

⁷ Census of India 2011, Office of the Registrar General and Census Commissioner of India, Ministry of Home Affairs, Government of India.

⁸ Estimate provided by the Registrar of Births and Deaths, Government of Haryana.

⁹ <http://pib.nic.in/newsite/PrintRelease.aspx?relid=116303>

¹⁰ Data provided by the Home Department, Government of Haryana.

¹¹ National Family Health Survey Round 4, conducted in 2014-15 and data released by the Ministry of Health and Family Welfare, Government of India in 2015-16.

¹² Statistical Abstract of Haryana 2015-16, Department of Economic and Statistical Analysis, Government of Haryana, esaharyana.gov.in (page no. 66). Data in the statistical abstract is based on Census 2011.

¹³ Ibid.

¹⁴ <http://www.livemint.com/Opinion/Z3wxhbtWvSHYrJCM3Ugp3M/Indias-growth-engines-and-gateways.html>

¹⁵ Census of India 2011, Office of the Registrar General and Census Commissioner of India, Ministry of Home Affairs, Government of India.

¹⁶ Economic Survey of Haryana 2015-16, <http://esaharyana.gov.in/Default2.aspx?PName=Economic%20Survey%20of%20Haryana>

land acquisition for urban use. Solid and liquid waste management issues are humongous and will pose serious threat to safe city life in the very near future.

Haryana also faces environment constraints of a land locked state. In the last 15 years Haryana witnessed a decline of 8.56m in the water table¹⁷. Haryana contributes nearly 2% of the national emission of greenhouse gases and the state has experienced maximum and minimum temperature increase of about 1°C to 1.2°C¹⁸. Implementing State Plan of Action for Climate Change formulated in 2011 is the key to environmental sustainability of the state.

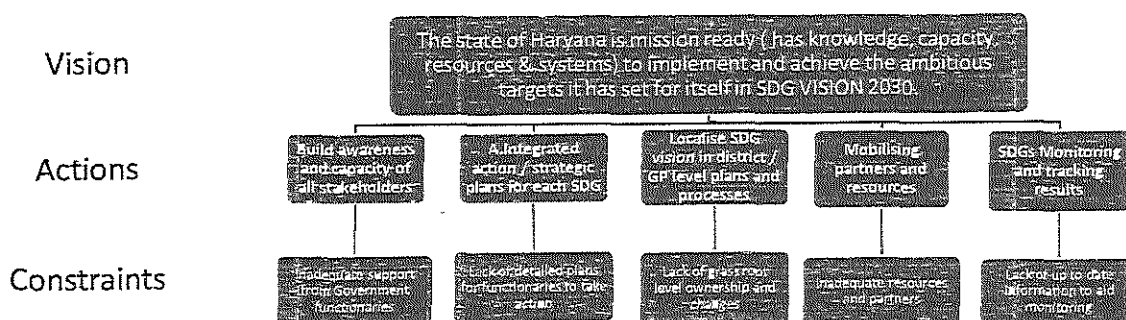
In order for the state to achieve its 2030 VISION targets it will need to relook at key fundamentals of Governance and strengthen its capacities as well as make policy changes and affect innovative interventions in all its departments. All this needs to be done in a convergent and synergistic fashion. It is therefore imperative that instead of a sectoral approach, the Whole of Government approach is undertaken. The SDG VISION 2030 (<http://esaharyana.gov.in/Portals/0/undp-2030.pdf>) adopted on June 27, 2017 by the state, gives a unique opportunity to the state to pursue the overall sustainable development for all its residents

II. STRATEGY

The SDG VISION 2030 document clearly enumerates the strategic imperatives for the state to achieve its ambitious targets set in the VISION document. Haryana aims to upgrade to a modern digital state with information technology at the core for all sectors. The sustainable development of Haryana is only possible if the state follows five principles in the new way of governance. These are-

- Integrated planning, convergence and decentralized implementation
- Focusing on equitable development particularly to address gender inequality and regional imbalance.
- Building human capital through educational attainment and skill enhancement
- Citizen-centric services promoting rule of law, human rights approach, transparency and accountability, to facilitate easy access to essential services.
- Green growth, both infrastructural and physical growth with regard for the environmental implications and natural resources depletion.

To ensure that these strategic imperatives are acted upon, the approach will be to establish an SDG Coordination Centre (SDGCC). It will work with Finance and Planning Department, Government of Haryana and will coordinate with diverse stakeholders around various activities needed to be undertaken to affect the actual implementation for the SDG VISION 2030. SDGCC will be established to act as a capacity building center, a catalyst or resources center, a think tank, knowledge center and a monitoring post for all supporting departments and ministries of Government of Haryana



SDGCC will be responsible for initiating action for convening on SDG related issues, as also meetings at government level, as and when required. The Centre will also immediately start organizing field level Conclaves at the state level, for creating awareness about SDGs at the divisional/district levels as also for finalizing modalities for preparing field level action plans. Goal wise Partnership Conclaves will also be organized soon after this as well as Partnership conclaves with corporate sector

¹⁷ Department of Agriculture, Government of Haryana, http://agriharyana.nic.in/gwc_uctuations.htm

¹⁸ State Action Plan on Climate Change (SAPCC), Government of Haryana, 2011

SDGCC will formulate a strategy for capacity building and training of field level officers, including for developing suitable training modules and grooming master trainers. The Centre will also take up a project through an appropriate agency for identifying, collecting and disseminating best practices and success stories from Haryana.

In short, the SDGCC would focus on the following:

- Build internal state capacity on SDGs and support public digital literacy, awareness creation, high quality knowledge management and capacity building system and partnerships.
- Develop a communication strategy as well as IEC materials (in local language and illustrative form) for making government functionaries and the public aware of their roles & responsibilities to achieve SDG VISION for the state.
- Coordinate SDG Implementation and localization at the districts / village level
- Analyse and propose strategies, schemes towards acceleration of progress towards SDGs, including integrated development solutions
- Design monitoring and evaluation systems to track the states progress against the SDG goals, targets and indicators, including third party monitoring mechanisms. Develop and introduce sophisticated tools using technology, including dashboards, citizen feedback loops, real-time monitoring technologies like sensors
- Develop an institutional mechanism & suggest policy level change for efficient coordination to implement SDG VISION through establishment of technical and management support group at appropriate levels
- Facilitate the application of big data analytics for decision making
- Undertake bottleneck analysis in priority areas to assess service delivery bottlenecks, particularly at the last mile and propose solutions leveraging disruptive technologies
- Help mobilize human, financial and physical resources and manage their utilization.

The proposed programme will contribute to the CPD Output 1.1 – “Institutions strengthened to support implementation and monitoring of the SDGs” and CPD Output 1.5 Partnerships forged between government, private sector, multilateral and bilateral agencies, vertical funds, Corporate Social Responsibility(CSR) and foundations that provide innovative and effective new development solutions that harness south – south opportunities. This support will be for the next three years.

III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results

SDGCC will work towards achieving the following results –

- A. Build awareness and capacity of all internal and external stakeholders around SDG VISION of Haryana and its targets through executing innovative IEC and digital media campaigns as well as organising stakeholder specific awareness meetings and workshops
- B. Prepare 3- Year Action Plans and 7 – year strategic plans for each SDG and propose integrated development solutions, innovations, policy changes, and digital governance solutions to accelerate SDG implementation
- C. Localising SDGs - Adapt SDG VISION for local district level and GP level authorities in their plans and processes
- D. Establish plans and systems including SDGCC- Private Sector Platform to mobilize partners and resources to meet the unprecedented need for human, financial and physical resources.
- E. Monitor progress of each SDG through digital solutions including the SDG DASHBOARD and put in place innovative M & E systems to collect data from grass root level

A. Build awareness and capacity of all stakeholders:

SDGCC will articulate a detailed professional Communication Strategy by engaging communication experts / agencies to create a favourable and informative environment in the state where everyone is focused on achieving the ambitious VISION by 2030. The strategy will have two-pronged approach:

1. To ensure that all stakeholders, especially government staff and decision makers (State and district Functionaries, Officials, MPs, MLAs, PRI) have a clear idea about the SDG 2030 targets of the state in general and specifically of their own departments and districts.

2 **To create mass awareness around SDG VISION through engaging Media organizations, Community Organizations, Academic Institutions, Schools and Colleges**

The communication strategy will cover all traditional and modern social media platforms to engage with the stakeholders and will have clear deliverables in terms of visibility and recall. It will attempt for a robust engagement with people and seek regular feedback as well as comments to inform states new policies. The communication experts / agencies will help create Information, Education and Communication (IEC) materials for wide dissemination. The IEC material development will be based on extensive pre / post-consultation and testing and will include but not limited to posters, pamphlets, leaflets, hoarding, radio jingles, folk media like street play or nukkad naatak etc.

An integral part of the communication strategic plan would be to document success stories and capture photos of beneficiaries and engage through the social media with youth. It will also aim to develop advocacy films – not more than 3-4 minutes long - for various stakeholders, including policy makers, beneficiaries, and others to be used as a behaviour change tool.

An important activity will be to produce short films to showcase the achievement of the Government of Haryana in ensuring SDG VISION for all, which could be used as publicity material for the Chief Minister's Office. There will also be regular Video documentation of the successful implementation of the new schemes – not more than 15 minutes that can demonstrate the transformative work of the Departments in line with SDG VISION work.

B. Integrated action plans and strategic plans for each SDG

As directed by Niti Aayog, the SDGCC will focus on ensuring that each government department can articulate their 3-year Action plan and 7 Year Strategic plans for each SDG before the start of the next financial year. The starting point for the exercise will be to help Finance and Planning departments to internally collate data for SDG based Budget, aligned with Action Plans and the Vision Document. The detailed SDG plans will also help reflect on the synergies needed between the departments and help to look at integrated strategies to achieve the targets.

The success of the 7-year Strategic Plan and 3 Year Action Plan will depend on the detailed study and research to address the specific gaps / bottlenecks and challenges posed specific to the situation. Every department will thus need to relook at its priorities in a fresh manner and look to adopt the world class best practices to achieve its committed targets for SDG 2030.

SDGCC will leverage UNDPs expertise and comparative advantage to expand its systems strengthening expertise further into state institutions, missions and programmes in support of delivery of core services. It will look at identifying the areas and issues and suggest institutional mechanisms and policy changes as needed. It will also look at improving coordination and leveraging disruptive technologies and digital governance solutions to improve service delivery for specific need within the SDG groups and departments. This will improve institutional and programme responsiveness, enhance synergies, effectiveness, accountability and targeting, improve access among marginalized and difficult to reach populations, and contribute to overall performance and citizen satisfaction.

SDGCC will endeavour to be an open space and engaging platform, positioned within the government to ensure ownership but staying neutral to ease cross-sector collaborations. Rather than the Component, it will look at promoting a process, that is intended to support multi-stakeholder groups in addressing a complex social problem. It will bring together government, the private sector, academia, and civil society to co-create sustainable solutions to social problems. It will work with government to identify the most pressing challenges, team up with local leaders to develop and test solutions, bring in expertise and technology from private sector, adopt the skills and tools to build agency and institutional capability, respond to citizen demand for responsive services, enhance government program delivery, capture and disseminate best practice locally and regionally, and ultimately expedite creative, systemic, transformational and sustainable change.

C. LOCALISING SDGs – Adapt SDG vision for local district level and GP level authorities in their plans and processes.

The State has faced a challenge of technical expertise to support the Gram Panchayat Development Plans (GPDP) process. Three training institutions of the Panchayat and Social Development Department are involved in the training of PRIs in the state – The (i) Haryana Institute of Rural Development (HIRD), Nilokheri; (ii) Rajiv Gandhi State Institute of Panchayati Raj & Community Development, Nilokheri; and (iii) Regional Institute of

Panchayati Raj and Community Development, Bhiwani. The institutions have limited capacities in supporting the entire gamut of activities related to GPDP, including environment creation, course design and delivery and customized resource materials to serve the need specific to planning and thematic areas required by local governments.

The 22 districts in Haryana include almost 6000-Gram Panchayats, 126 block panchayats and 22 district panchayats. While the coordination apparatus at the state level is strengthened, a similar effort is required in the districts to make an organic connect between capacity building at the state level and downwards. It is also important to strengthen capacities for financial accounting to enable panchayats to access performance grants of the XIV Finance Commission.

SDGCC will coordinate with all the above institutions and work towards supporting a two-pronged strategy –

1. Integrating SDG targets with the roll out of GPDP, planning and monitoring its implementation
2. Developing tools and manual for augmenting capacities at the district level for SDG - GPDP roll-out

This would be done through strengthening the State Panchayat Resource Centre in the thematic areas of (i) planning and management, (ii) training and capacity building and (iii) social sector development.

D Mobilising partners and resources.

To achieve the Vision 2030 for the state of Haryana, the SDG Coordination Cell will ensure that the government, various UN agencies, private sector, NGOs, academia, civil society and other stakeholders work together to find innovative solutions for implementation. This multi-stakeholder partnership will also enhance transparency and accountability of activities being undertaken and encourage communication and exchange of information.

Towards this SDGCC will create an SDG - PRIVATE SECTOR PLATFORM for involving Number of Private Sector / CSR / Foundations in grass root level implementation of SDGs. This platform will meet every quarter and identify certain key areas of cooperation which will mutually benefit the government identified needs as well as the private sector focus areas within Haryana state.

SDGCC will actively seek opportunities to raise funds from multilateral and bilateral agencies, vertical funds, and market its innovative approach to SDG implementation of the state at the global level. It will seek to participate in the global SDG events and platforms and actively seek effective new development solutions that harness South-South opportunities.

To access already existing knowledge and common need of skills and capacity, SDGCC will also engage in mutually advantageous partnerships and MOUs with other state level SDG initiatives e.g. SDG Cell Assam for joint research and exchange of ideas.

E. SDGs Implementation Monitoring and tracking results

An important work of the SDGCC would be to help monitor the progress on SDGs implementation and achievement of set targets by each department on a concurrent basis. It will endeavor to develop a framework for SDG monitoring and the data management system for collecting, validating and analyzing data on progress of SDGs (including a DASHBOARD). SDGCC will also look at innovative technologies and mobile applications to build a robust institutional structure for conducting regular monitoring of SDGs as per the data management system.

SDGCC will work with every department to notify a Monitoring & Evaluation officer for collecting and updating the data on implementation of their Annual Plans and shall coordinate closely with the Planning and Finance department.

It will also look at setting up of an SDG REVIEW BOARD to analyse Components and make recommendations. Another area of SDGCC work will be to generate quality reports using data analytics to monitor indicators associated with SDGs and inform timely interventions to help accelerate their progress. A quarterly newsletter, in collaboration with the SDGCC will be published by Information and Public Relations department on the SDG related activities and achievements. An annual SDG Report for the state will be prepared.

Resources Required to Achieve the Expected Results

The project will be entirely funded by the Government of Haryana through a financial allocation of USD 3,094,907 (INR 20,17,26,083). Key inputs include recruitment and deployment of 34 personnel at State and division levels for effective implementation of the SDGCC mandate.

Partnerships

To achieve the Vision 2030 for the state of Haryana, the SDG Coordination Centre will ensure that the government, various UN agencies, private sector, NGOs, academia, civil society and other stakeholders work together to find innovative solutions for implementation. This multi-stakeholder partnership will also enhance transparency and accountability of activities being undertaken and encourage communication and exchange of information

The project will essentially be implemented through a partnership between Government of Haryana and UNDP, with UNDP implementing project activities in consultation with the State Government. The programme will engage with Planning Department including DESA, All Working Groups, Administrative secretaries heading the Working groups, the Haryana Institute for Rural Development, etc.

The Haryana Institute for Rural Development (HIRD) is responsible for developing capacities of elected representatives in the state. The component of LOCALISING SDGs towards strengthening rural local governance will be implemented through the HIRD

The budgetary resources for the project will be provided by the Government of Haryana. UNDP, leveraging its knowledge in SDG implementation and SDG localisation will identify appropriate technical resources to be placed within the SDGCC and with the Government of Haryana as and when needed to ensure quality of the deliverables.

The project will actively work towards engaging with the public at large especially the youth in universities, colleges and high schools to become the protagonists and agents of change for SDGs in their local communities. Another important stakeholder will be legislators and gram panchayat members who will be actively partnered with through the office of the Assembly Speaker as well as Gram Parishad

Local media and digital social media will be actively co-opted and courted to join hands in spreading the awareness and generating support for implementation of SDG strategies in the state.

Risks and Assumptions

- There is tremendous interest in the state level partners for collaborating with UNDP. Within the overall rubric of this project brief, strategies may need adaptation if there is a change of priorities.
- Risk mitigation will include constant engagement with partners and responding quickly to changing priorities if any
- An assumption is that the UNDP model for providing Advisory Services will be functioning smoothly throughout the duration of the project. This will need to be closely monitored and strategies adapted if there is any change.

Stakeholder Engagement

The key stakeholders are –

- 1 Swarn Jayanti Haryana Institute of Fiscal Management (SJHIFM), under the Finance and Planning Department, Government of Haryana will guide the overall roll-out of the programme
- 2 Haryana Institute for Rural Development – As the key government institution responsible for capacity building of elected representative, the partnership with HIRD will help integrate SDG plans with the roll-out of GPDP.
- 3 DIVISION- At the Division level a team of two people – Division Coordinators and Division Data Operators will be put in place. They will coordinate the work for 3-4 districts that are part of the division as the case maybe. Divisional commissioner's Office will have the responsibility to help coordinate activities at the district level for the team

South-South and Triangular Cooperation (SSC/TrC)

UNDP will facilitate sharing of global good practices on SDG implementation throughout the world. At the same, relevant good practices from Haryana will be shared in global platforms. Wherever possible, cross-exchanges will be organized with countries in the region as well as with other state level SDG initiatives e.g. SDG Cell Assam for joint research and exchange of ideas

Knowledge

Since the project will support implementation of government schemes, the results and the lessons learned will be documented and disseminated as required by the government system. Additionally, the knowledge products developed by UNDP for capacity development of PRIs on SDGs and skill development of women will be adapted and used.

Sustainability and Scaling Up

During the initial three-year period the project will be directly implemented by the UNDP team but with active participation of the Swaran Jayanti Haryana Institute of Fiscal Management (SJHIFM) as part of Finance and Planning Department Haryana. The project strategy is to build capacity of the Government Departments and have detailed plans and strategies including M& E of the SDG Indicators in place and should be well and running. The aim of the SDGCC team will be to continue to migrate all tools and manuals to the appropriate government department and transfer all technical expertise and SOPs to the GOH. This will ensure capacity building of the government and ensure sustainability. Additionally, attempts will be made to ensure that the resources are transferred to the government during the life of the project to ensure sustainability.

IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

The project will be funded by the Government of Haryana and will follow the cost norms agreed by the Government of Haryana. To the extent possible, a portfolio management approach that enables synergies with other interventions, joint operations (e.g., monitoring or procurement) with other partners, linking with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners (including, for example, through sharing resources, coordinated delivery) will be adopted.

The outcome evaluation of UNDP Country Programme has highlighted that measures like embedding technical assistance is an effective strategy for project implementation. This strategy will be adopted to ensure cost-effectiveness and efficiency.

Project Management

Location – the project will operate from a separate Office as provided by the Government of Haryana. Operations support will be provided by the government of Haryana which will include all costs associated with the Office establishment and running of SDGCC including but not limited to costs for Peon/Janitor, Security Guards, 2 Drivers, 2 Cars (including their running fuel costs), 15 Laptops, 22 Desktops, 27 Printer cum Scanners, Video Conferencing Equipment, Printing & Stationery, IT support costs/Internet and other Miscellaneous Office expenses like Office Electricity, Water, EPABX and communication costs.

A Governance Structure will be put in place for review of project activities and results. The Government of Haryana has appointed Director SJHIFM as the Nodal Officer to facilitate communication between the SDGCC team as well as various departments and at State / Division / district and block level. It will also notify a Nodal Officer at Division Level to be authorised for issue of attendance certificate of project personnel and submission of report.

Funds Flow Arrangements and Financial Management:

- A mobilization advance equal to six months of gross expenses will be required by UNDP from State Government to facilitate the smooth operations
- UNDP Country Office at New Delhi, through its Programme, Human Resource and Finance teams will provide oversight and quality assurance of the services being provided. UNDP will charge a management fees of 8% on the gross expenditures

Human Resources Management services

- UNDP will ensure payment to the hired work-force by the 7th of every month
- UNDP will submit Financial and Progress Report to the Government of Haryana at agreed intervals. UNDP will present bill/invoice for settlement of advance and for the release of the next advance (as per the agreed work plan). All activities will be undertaken as per the rates in the approved budgets.

Capacity Building, Documentation, IEC Services

- Based on the project requirements and as per the agreed workplan, UNDP will be responsible for organising various state/district/block level training programmes/workshops as per the project and further detailed quarterly plans agreed with the Department.
- The responsibility of organizing these trainings will include identification of venue, arranging for accommodation, food of the participants, organizing for other resources including the sound systems, projectors etc
- UNDP shall submit a utilization certificate reflecting disbursements made in settlement of the advance and request for additional funding if required
- UNDP may identify a Responsible Party to carry out activities within the project. All Responsible Parties are directly accountable to UNDP in accordance with the terms of their agreement or contract with UNDP

Project Audit

- Services will be provided by the UNDP as per the approved budget and Terms and Conditions laid down in the Agreement against advance provided by the Government. The audit of Govt. of Haryana books where the monetary advances are records will be done as per the rules of the government

Project closure

- The project would be closed as per UNDP rules and regulations

V. RESULTS FRAMEWORK¹⁹

¹⁹ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S M A R T (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project

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

UNSDF Outcome 3 By 2022, there is improved and more equitable access to, and utilization of, quality affordable health nutrition, and water and sanitation services

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

1.4 Number of states in which gram panchayat prepare integrated development plans oriented to SDGs.

Baseline 0; Target: 10

Applicable Output(s) from the UNDP Strategic Plan: 3. Countries have strengthened institutions to progressively deliver universal access to basic services.

Project title and Atlas Project Number: Strengthening Rural Local Governance and Rural Livelihoods in Haryana

EXPECTED OUTPUTS	OUTPUT INDICATOR S ²⁰	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
Output 1.1 Institutions strengthened to support implementation and monitoring of the SDGs	1.1.1 Number of Gram Panchayats prepare integrated plans focussing on SDGs.	<i>Planning department reports</i>	<i>To be established</i>	2018	1	1	1	1	<i>Secondary database assessment through Government records and reports of National and State Government and UNDP Risk: Delays in updation of Government records</i>
Output 1.5 Partnerships forged between government, private sector, multilateral and bilateral agencies, vertical funds, Corporate Social Responsibility(CSR) and foundations that provide innovative and effective new development solutions that harness South-South opportunities	Indicator 1.5.1. Number of new partnerships and/or South-South innovations	<i>Planning department reports</i>	<i>To be established</i>	2018	1	1	1	1	<i>Assessment of reports, meeting minutes and process documents/blueprints of developing multi-stakeholder models Risk Inadequate documentation by partners of collaborative engagements</i>

VI. MONITORING AND EVALUATION

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	The project progress data against the results indicators will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly	Slower than expected progress will be addressed by the project management.	Government of Haryana	All M & E costs are covered under the costs related to Activity number 11.f as shown below in VII Multi-Year Work Plan
Monitor and Manage Risk	The project will identify specific risks that may threaten achievement of intended and monitor risk management actions using a risk log. This will include monitoring measures and plans as per UNDP's Social and Environmental Standards Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	The risks will be identified by the project management and actions will be taken to manage risk. The risk log will be actively maintained to keep track of identified risks and actions taken.	Government of Haryana	
Learn	The project will capture knowledge, good practices and lessons regularly, as well as actively source from other projects and partners and integrated back into the project.	Annually	Relevant lessons will be captured by the project team and used to inform management decisions.	Government of Haryana	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by the project management and used to inform decisions to improve project performance.	Government of Haryana	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions will inform decision making.	Annually	Performance data, risks, lessons and quality will be discussed by the project steering committee (PSC) to	XXXX	

			make course corrections.		
Project Report	A progress report will be presented to the PSC 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 along with mitigation measures, and any evaluation or review reports prepared over the period	Annually and at the end of the project (final report)			
Project Review (Project Board/ PSC)	The project's governance mechanism (i.e., PSC) 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 PSC will 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	Annually	Any quality concerns or slower than expected progress would be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan²¹

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Terminal evaluation	Finance and Planning	Countries have strengthened institutions	By 2022, there is improved and more	December 2020	UNDP Country	300,000

²¹ Optional, if needed

	Department, XXXXX	to progressively deliver universal access to basic services.	equitable access to, and utilization of, quality affordable health, nutrition, and water and sanitation services		Office, UNDP RBAP, Government of Haryana partners	

VII. MULTI-YEAR WORK PLAN

OUTPUTS	Annual Output Results	ACTIVITIES	Planned Budget by Year			NSIBL E PARTY	PLANNED BUDGET		
			2018-19	2019-20	2020-21		Funding Source	Budget Description	Amount
Output 1.1. Institutions strengthened to support implementation and monitoring of the SDGs Gender marker GEN2	Output Result 1.1.1 - In one state (Haryana), Panchayats prepare plans focusing on SDGs	1 1 a Number of Government Departments and Government Employees have their capacity built around SDGs and the Targets set under SDG 2030 VISION Document Baseline 0 Target 100,000 1 1 b Number of Decision Makers (MPs, MLAs, PRI) have their capacity built around SDGs and the Targets set under SDG 2030 VISION Document Baseline 0 Target 15,000 1 1 c Number of Community Organizations, Academic Institutions, Schools and Colleges have their knowledge enhanced around SDGs and the Targets set under SDG 2030 VISION Document Baseline 0 Target. 1000 1 1 d Number of Media Organizations partnered with for spreading awareness around SDG VISION 2030	2,62,40,000	2,59,40,000	2,57,40,000	UNDP	GOH		7,79,20,000

		Baseline 0 Target 100,000 1 1 e Formulate Communication Strategy and create Communication Materials / Innovative Collaterals for spreading awareness around SDG VISION 2030 Baseline 0 Target 1000							
		1 1 f Creation of 3 years Action Plan (till 2020) ,7 years Strategy Document (till 2024) and Outcome based Budget aligned with Action Plans and the Vision Document	79,90,000	52,90,000	37,40,000	UNDP	GOH		1,70,20,000
		1 1 g Provide expertise to Gram Panchayats in formulation of Gram Panchayat Development Plans (GPDP), Undertake exercise to map existing schemes under the GPDP with the SDGs 1 1 h Technical Assistance as Master Trainer for trainings in districts, blocks and clusters + Technical assistance as Master Trainer on maintenance of accounts + Orientation and training of cluster level technical support groups and GP Facilitators	26,40,000	29,40,000	18,40,000	UNDP	GOH		74,20,000

		envisaged under GDP							
		1.1 f Develop sophisticated technology-based tools including SDG DASHBOARD to monitor SDGs and ensure M & E systems are in place to collect data and monitor progress in target achievement as set in SDG VISION 2030 document	79,40,000	70,40,000	70,40,000	UNDP	GOH		2,20,20,000
		Sub-Total for Output 1.1	4,48,10,000	4,12,10,000	3,83,60,000				12,43,80,000
Output 1.5 Partnerships forged between governments, private sector, multilateral and bilateral agencies, vertical funds, Corporate Social Responsibility(CSR) and foundations that provide innovative and effective new development solutions that harness South-South opportunities	1.5.1 Number of new partnerships and/or South-South innovations	1.5.1 a Create an SDG - PRIVATE SECTOR PLATFORM for involving Number of Private Sector / CSR / Foundations in grass root level implementation of SDG VISION 2030 Baseline 0 Target: 1 Create Public-private partnerships on specific SDGs	37,40,000	37,40,000	34,40,000	UNDP	GOH		1,09,20,000
		Sub-Total for Output 1.5	37,40,000	37,40,000	34,40,000				1,09,20,000

		Total 1 (Output 1.1 + 1.5)	4,85,50,000	4,49,50,000	4,18,00,000				13,53,00,000
Cost for Project Mgt Unit			1,66,00,728	1,66,10,801	1,82,71,881	UNDP	GOH		5,14,83,410
		Total 2 (Output 1.1+1.5+P MU cost)	6,51,50,728	6,15,60,801	6,00,71,881				18,67,83,410
Evaluation	COST IS PART OF 1.1 f								
Management Costs (@8%)			52,12,058	49,24,864	48,05,750				1,49,42,673
GRAND TOTAL (Total Management cost)			7,03,62,786	6,64,85,665	6,48,77,631				20,17,26,083

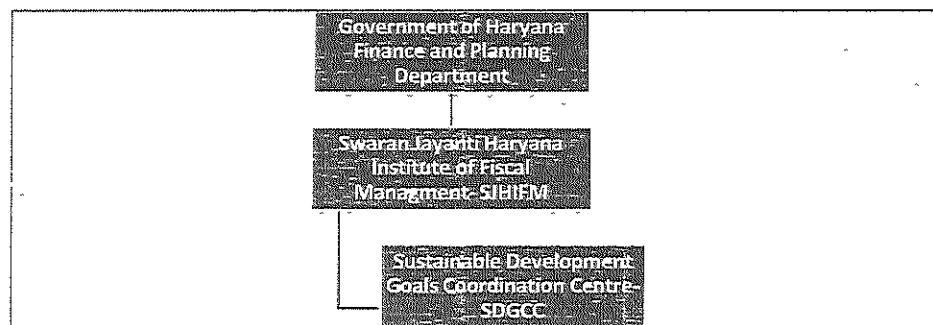
**** Note:** The cost for the Programme Implementation Unit (PMI) - approx Rs 4,43,79,921 for 3 years and establishment cost - approx. Rs 1,00,00,000 will be borne directly by the Implementing Partner i.e. Swaran Jayanti Haryana Institute of Fiscal Management (SJHIFM) as part of Finance and Planning Department, Government of Haryana

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

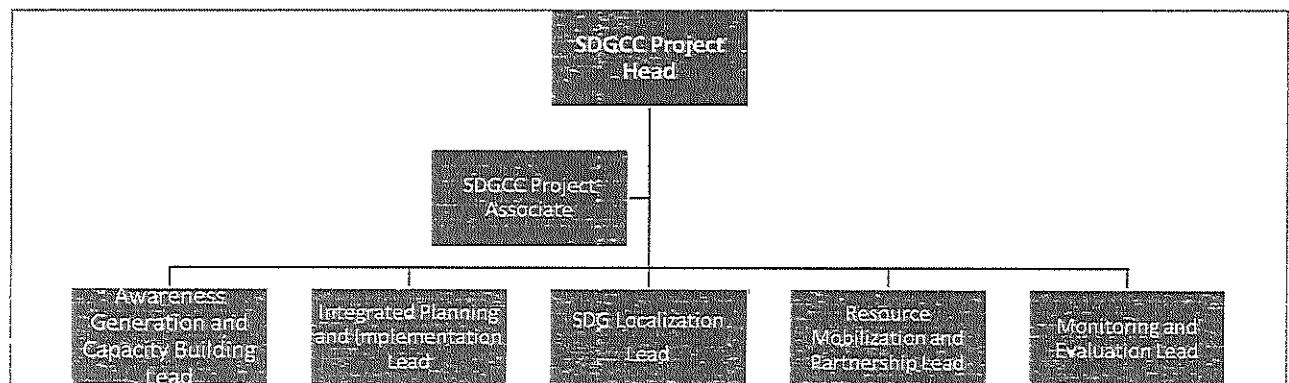
Management Arrangements:

A. Operational Arrangements:

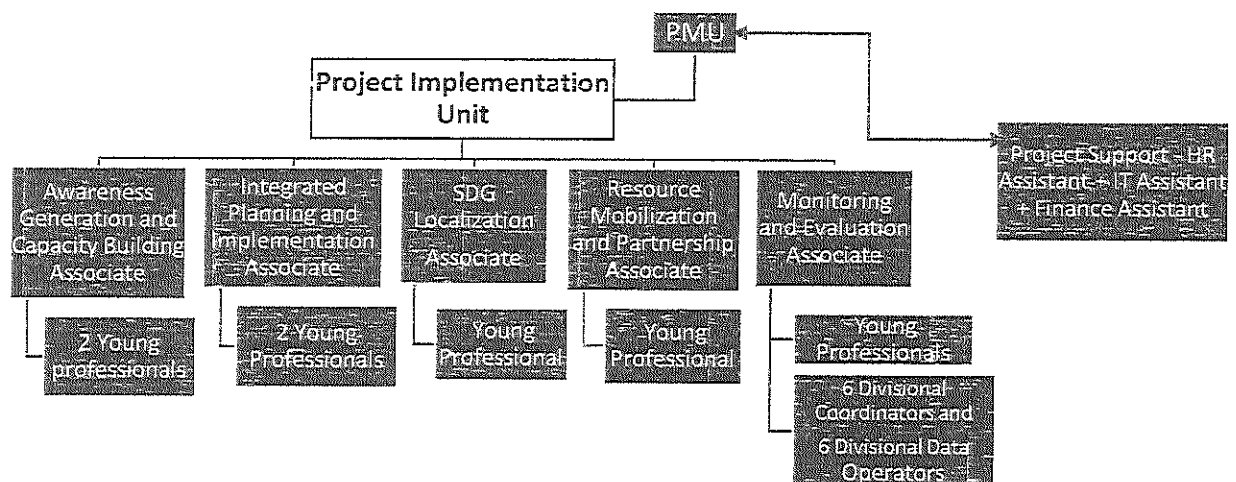
Through this partnership with the Government of Haryana, UNDP will be responsible for recruitment, timely placement and management of qualified, experienced professionals having specialized qualification as per the criteria/terms provided by the Ministry.



Project Management Unit (7 staff) Staff on UNDP Rolls Funded by SJHIFM



Project Implementation Unit (27 SJHIFM staff + 10 Planning and Finance Department Officials on deputation) Staff on SJHIFM Rolls Funded by SJHIFM. Reports to PMU managed by UNDP



UNDP will develop a recruitment plan and will conduct sourcing and recruitment process as per the UNDP prescribed, rules and regulations. A transparent and competitive process of recruitment for these contractual positions will be adopted. It will be ensured that best quality human resources are recruited. A representative from the Department may form a part of the selection committees as observer. A roster of candidates will be maintained to retain good talent and fast-track replacement in case of staff turnover.

UNDP will issue a contract to each selected candidate for PMU. The contract/agreement will clearly indicate that the services of the candidate if placed with the Ministry are purely on outsourced basis without any claim for regularization of services. These positions are not permanent in nature and will terminate at the end of the agreement or earlier as per the decision of the state government.

Responsibility of management of the staff hired will be of UNDP. UNDP Country Office at New Delhi, through its Human Resource and Finance teams will provide oversight and quality assurance of the services being provided. UNDP will charge a management fee of 8% on the gross remuneration of the human resources hired.

Project Management Team:

In terms of team composition SDGCC will have 34 staff members directly managed or supported by UNDP. It will consist of two distinct but seamless units: A) Project Management Unit (PMU) and B) Project Implementation Unit (PIU).

A) Project Management Unit (PMU) – (7 staff) One Project Head, One Project Associate and Five Component Leads of each component. These team members will be recruited by UNDP as per their rules and regulations, and will be on the rolls of UNDP to freely access technical information, knowledge and assistance from UNDP offices across the world and have their capacity enhanced / guidance received from UNDP experts and systems. Their HR costs will be directly paid by UNDP.

The Project Head will look after the overall day to day management, monitoring and review of the project activities and coordinate with various stakeholders with the help of his team in close association and assistance from SJHIFM / Finance and Planning departments. He will be assisted by Project Associate. The Component Leads will be technical experts who will guide the activities of each component under guidance from project Head and all other stakeholders.

B) Project Implementation Unit (PIU) - (27 staff). These team members will be on the rolls of SJHIFM but recruited, guided and responsible to PMU staff managed by UNDP. They will be as follows:

- 5 Project Associates for each of the 5 components.
- 6 Divisional Coordinators along with 6 Data Entry Operators will help managing Data and coordination as well as monitoring of SDG activities at the District level. They will be part of the existing institutional structures of the Government located in District Statistical Offices.
- 7 Young Professionals will assist the Component leads.

To ensure sustainability of the SDGCC, 2 team members for each of the 5 components will be co-opted from other departments of Government of Haryana to build their capacity.

B. Project Oversight:

The project will be monitored through the following:

- **SDG MISSION COMMITTEE**- Meets every six months. Headed by Chief Minister, **Members**. Finance Minister, Chief Secretary, Administrative Secretaries of Finance & Planning, Development and Panchayat, Health, Education, Industries & Commerce, Environment and Public Health and Engineering, Director, Planning Department, Director SJHIFM. **Member Secretary**. Project Head, SDGCC.
- **State Level Coordination Committee** – Meets every 3 months. Headed by Chief Secretary **Members**- Administrative Secretaries of Finance & Planning, Development and Panchayat, Health, Education, Industries & Commerce, Environment and Public Health and Engineering, Director, Planning Department, Director SJHIFM. **Member Secretary**. Project Head, SDGCC.
- A Monthly Project Progress Report (PPR) shall be submitted by each of the 5 programme leads to the Project Manager SDGCC. *Template for the PPR to be discussed /finalized*

- A project Lessons-learned log shall be maintained by each programme lead and regularly updated to ensure on-going learning and to facilitate the preparation of a Lessons-learned Report at the end of the project.

The roles and responsibilities of UNDP and state government in project implementation are given below:

UNDP	SJHIFM under the Finance and Planning Department
<ul style="list-style-type: none"> • Planning, implementation and monitoring of planned activities • Identify and engage individuals or agencies • Design and develop material for capacity building • Receive funds from state government for the budgeted amount and ensure completion of project activities • Submitting Financial and Narrative reports to state government at agreed intervals 	<ul style="list-style-type: none"> • Formation and Project Oversight structures • Ensure smooth flow of funds for project activities • Appoint a nodal officer to facilitate communication with district and block levels • Periodic Review of project activities • Reviewing the materials developed for awareness, training and communication

Standards of Performance:

UNDP will provide the above support with all due diligence, efficiency and economy in line with UNDP rules and procedures. UNDP will observe sound management practices in line with its programme policy and guidelines.

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 Swaran Jayanti Haryana Institute of Fiscal Management (SJHIFM) ("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]²² [UNDP funds received pursuant to the Project Document]²³ 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.

²² To be used where UNDP is the Implementing Partner

²³ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- 3 Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>)
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 *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-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with 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.

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

XI. ANNEXES

1. Project Quality Assurance Report See Annex 1
2. Social and Environmental Screening Template – See Annex 2
3. Risk Analysis.

#	Description	Date Identified	Type ²⁴	Impact & Probability ²⁵	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	There is a significantly slow start to on-the-ground project activities	May 2018	Organizational, Political, operational	3	Close coordination with the State government during the proposal development phase will ensure all the necessary project approvals are obtained and the project can then be implemented with the least possible delays.	GOH and UNDP			
2	There is a lack of necessary leadership and slow decision making in the project's implementation	May 2018	Organizational, Regulatory, Strategic	3	A detailed Operations Manual will be developed to define key accountabilities, management responsibilities, and operational procedures for all levels of the project's implementation	GOH and UNDP			
3	The many relevant State, District and Local level agencies do not co-operate and do not remain engaged for the project period due to changes in administrative structures	May 2018	Political, operational, Regulatory	3	Project activities will be initiated on the basis of institutionalized agreement with key stakeholder agencies crucial to the implementation of the project strategy. Officials from all these agencies will be closely engaged with the project through facilitating their visits to the field and through their engagement in project meetings at different levels for enhanced ownership	GOH and UNDP			
4									

4. **Capacity Assessment:** UNDP follows Harmonized Approach to Cash Transfer approach for partnering with/ and transfer of funds to project responsible parties. It undertakes capacity assessments of such partners. UNDP ensures spot checks, internal control audits and financial audits of such partners as required.

²⁴ Risk Type: Environmental, Financial, Operational, Organizational, Political, Regulatory, Strategic, Other

²⁵ Enter impact & probability on a scale from 1 (low) to 5 (high)

5. Project Board Terms of Reference and TORs of key management positions – pls provide as attachments with the final prodoc

SDGCC Project Management Unit (PMU)

S.No	Designation and Level	No of Staff	Qualification
1	SDGCC Project Head – SB 5	1	Master's degree in Business Administration /economics / public administration / public policy / international development or related social science field, with related national and international experience of more than 20 years' in senior advocacy / representation /communication role, project design & delivery, partnerships, fundraising, reporting and documentation in the field of social development Hands-on management skills and proven team leadership experience along with experience in leading office or sub-offices as part of a larger organization or entity
2	Programme Associate – SB 3	1	Masters of Business Administration (MBA), with at least 5 -7 years' experience in programme management, financial management, operations, procurement, monitoring, business outreach, administration
3	Awareness Generation and Capacity Building Lead – SB 4	1	Master's degree in mass communication, journalism, media, social sciences or related field, with at least 7-10 years' experience in developing and managing communications/marketing strategy
4	integrated Planning and implementation Lead - SB 4	1	Master's degree in development economics, public administration, public policy or related social science field with at least 7 -10 years' experience of working on developmental solutions at the grass root level
5	SDG Localization Lead – SB 4	1	Master's degree in development economics, public administration, public policy or related social science field with at least 7-10 years' experience of working on developmental solutions at the grass root level
6	Resource Mobilization & Partnerships Lead – SB 4	1	Master's degree in development economics, public administration, public policy or related social science field, with at least 7-10 years' experience in the field of resource mobilization in the development sector and in the private sector
7	Monitoring & Evaluation Lead – SB 4	1	Master's degree in development economics, statistics, public administration, public policy or related social science field, with at least 7-10 years' experience of setting up complex evidence based M&E systems

SDGCC Project implementation Unit (PIU)–*PIU Personnel Cost to be directly paid by SJHIFM as per their norms*

S.No	Designation	No of Staff	Qualification
1	Project Associate - Component 1	1	Post Graduate in mass communication, media, Journalism, social sciences or MBA with at least 5 -7 years' experience in communication & content management, programme management, financial management, operations, procurement, monitoring, business outreach, administration
2	Project Associate – Component 2	1	Post Graduate in Economics, public administration, public policy or related social science field or MBA, with at least 5 -7 years' experience in programme management, financial management, operations, procurement, monitoring, business outreach, administration
3	Project Associate – Component 3	1	Post Graduate in development economics, public administration, public policy or related social science field with at least 5 -7 years' experience in programme management, financial management, operations, procurement, monitoring, business outreach, administration
4	Project Associate – Component 4	1	Post Graduate degree in development economics, statistics, public administration, public policy or related social science field or MBA, with at least 5 -7 years' experience in programme management, financial management, operations, procurement, monitoring, business outreach, administration
5	Project Associate – Component 5	1	Post Graduate degree in development economics, statistics, public administration, public policy or related social science field or MBA, with at least 5 -7 years' experience in programme management, financial management, operations, procurement, monitoring, business outreach, administration
6	Division Coordinators	6	Bachelor's degree in business, economics or related social science field, with at least 3 years' experience in management, monitoring and administration
7	Division Data Operators	6	Secondary education with 2 years' experience in data entry and report generation
8	Young Professionals	7	Graduate/Post Graduate in any discipline, with good academic record and strong written and oral communication skills
9	HR Assistant	1	Bachelor's degree (specialization in HR, Business, Public administration or Social sciences) with at least 1-2 years' experience in related field
10	Finance Assistant	1	Bachelor's degree (specialization in Finance, Accounting or Business) with at least 1-2 years' experience in related field
11	IT Assistant	1	Bachelor's degree in Technology (Information technology/Computer Science Engineering) with at least 1-2 years' experience in related field