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United Nations Development Programme

Country: Kyrgyzstan

Project Document

Project Title National Coordination Mechanism for streamlined delivery of UNDP Country Programme results: Phase 2

Strategic Plan 2014-17 priority: Transforming institutional effectiveness

Expected Project Outcome: UNDP's programme effectiveness and efficiency increased through higher quality programmes, greater organizational openness and agility to harness knowledge and solutions, and improved management of financial and human resources.

Expected Outputs:

1. Higher quality programmes as a result of improved project planning, streamlined implementation and monitoring underpinned by stronger results-based management;
2. Efficiency of UNDP support is improved as a result of streamlined financial and human resources management and administrative set up for UNDP projects implementation

Implementing Partner: UNDP

Responsible Parties: Prime-Minister's Office and other Governmental and non-Governmental institutions working on UNDP programmes implementation during the programme cycle 2012-2016

Brief Description

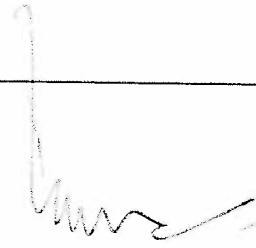
National Coordination mechanism for streamlined delivery of UNDP country programme is mainly a management project designed to support implementation of UNDP Kyrgyzstan development projects at the national level in a coordinated way under DIM environment. The main project objective to increase UNDP's programme effectiveness and efficiency will be achieved through higher quality programmes that will be pursued through improved projects planning, streamlined implementation and monitoring underpinned by stronger results-based management practices; as well as improved financial and human resources management and administrative set up for UNDP projects implementation. The project will use a basket approach on financial management to ensure proportional and fair distribution of administrative burden over development budget costs. To support country programme alignment with recently approved Strategic Plan 2014-17, it will support implementation of pilot joint or cross-sectoral initiatives to demonstrate issue based approach feasibility and engagement of innovative partnership and cooperation modalities.

Programme Period:	2012-2016
Strategic Plan 2014-2017 priority area:	Transforming institutional effectiveness
Atlas Award ID:	00083685
Start date:	1 August 2012
End Date	31 December 2016
PAC Meeting Date Phase 1	6 November 2012
PAC Meeting Date Phase 2	17 December 2013
Management Arrangements	DIM

Total resources required for 2014-2016:	_1,400,000_
Total allocated resources:	_844,650_
• Regular	_194,650_
• Other (EU, USAID, OSI, GEF, Japan, PBF, Finland, other	_650,000_
Unfunded budget for 2015-2016:	_550,000_

Agreed by UNDP:

Mr. Alexander Avanesov, UNDP RR

Signature:  PRADEEP SHARMA

Date: 30.12.2013

DEPUTY RESIDENT REPRESENTATIVE

I. SITUATION ANALYSIS

Following the creation of National PMU that was necessitated by need to exploit economy of scale approach in project management to avoid high overhead costs and need to strengthen programme coordination among the four practice areas to move away from fragmented silo approach under new DIM environment for UNDP Kyrgyzstan since 2010, the project is taking stock of its achievements and lessons learnt during 2012-2013 to decide on strategies for further project implementation modality during the 2014-2016.

With the change of implementation modality from national to direct following the revolution in April 2010, and change of a lot of Governmental counterparts, there had been lack of national ownership over the UNDP programme and systematic approach to capacity development practices that required urgent measures to be introduced. The project has introduced regular and unified for all projects and programmes consultative processes on annual results reporting and planning engaging counterparts not only from the Government but also civil sector, increased in-house capacity on capacity development with support of UNDP Bratislava Regional Centre and started implementing its capacity development strategies in a more systematized and unified manner. In a number of workshops, there were additional sessions held to raise the level of understanding of Government counterparts on ways to cooperate with UNDP based on principles of national ownership, international project management standards and last but not last on the recently approved UNDP Strategic Plan 2014-2017. Despite the achievements reached in this regard, there is a need to consolidate further organizational efforts in institutionalizing mechanisms for higher quality programmes through standardized approach to planning, implementation and strengthened monitoring of the projects.

The project office set up in the middle of 2012 in the form of National PMU, with its single operations unit serving all other projects proved to be an effective model for operations under DIM. Even though the dynamics of projects number, budget and staff engaged under PMU has been changing due to reasons of certain projects closure and the new projects launched, the cost-effectiveness approach engaged has produced its benefits with a single operations unit serving all projects managed within PMU sharing both human and financial resources for the administration of the projects in question. This project reached the level of 8% of management efficiency (management efficiency ratio=PMU administrative project budget/development projects budget), with a more robust operations management achieved through professionalised services ensured by a single operations unit, and better coordination among the four dimensions and operations unit of PMU and improved communication lines between the PMU and UNDP Country Office Operations Unit. To maintain it at the same level and improve it even further, the project needs to continue its modus operandi but engage financially more of other than core UNDP funding that were used mainly for PMU operations during 2012-2013, to share the burden of administrative expenses throughout the projects implemented under PMU.

Recently approved UNDP Strategic Plan for 2014 as the main organizational document outlining strategic setting for the organization, its overarching vision, outcomes and approach, reiterated need for more effective and efficient operations and necessity to transform further into a more knowledge –driven, innovative and open institution to respond to the needs of the quickly changing world we are living at present. It builds on institutional strengths such as multilateralism, neutrality and universalism, ability to work holistically across the sectors of redesigned main areas of development work during the period of 2014-2017, highlighting importance of organizational ability to advise on “big” issues of economic and social transformation, environment sustainability, democratic governance and resilience building, adopting issue-rather than practice based approach to development needs and priorities. It also urges offices around the world to transform further its institutional effectiveness, to ensure higher quality programmes, greater organizational agility and adaptability, and improve management of financial and human resources to produce results in sustainable way.

Based on above, the project will continue its work through the Phase 2 during the 2014-2016, which is in line with the approved UNDAF/CPAP life cycle, to attain objectives set up in the Strategic Plan 2014-2017, helping the country programme to align its projects/programme with strategies outlined and increasing further programme effectiveness and efficiency to achieve the organizational goals.

II. STRATEGY

The main project objective to increase UNDP's programme effectiveness and efficiency will be achieved through attainment of the following two outputs:

Output 1: Improving quality of the programme through better project panning, streamlined implementation and monitoring, underpinned by stronger results management:

The project will continue working on further institutionalization of platforms and mechanisms to engage all relevant counterparts to discuss development issues and challenges and to agree and decide on the most appropriate implementation and monitoring strategies for them, strengthening national ownership and capacities to raise and solve development issues. It will also continue working further on moving away from project management to programme/portfolio management approach to development, ensuring a wider issue based approach to challenges through sustainable human development lens, fostering matrix management practices throughout the projects managed by PMU.

With already close work ensured between the Socio-economic development unit and the programme on Environmental protection under sustainable development direction, the Peace and Development dimension sharing resources and having common national counterparts with Disaster Risk Management programme and being the part of resilience building block, and the biggest projects portfolio on Democratic Governance already working as a single programme, National PMU will continue fostering cross-sectoral cooperation and stronger coordination of different programmes and projects interventions for better results.

A stronger emphasis will be put on meeting organizational requirements related to improved Results Based Management (RBM) application starting from 2014, with all staff engaged into project management going through mandatory certification programmes and various project life cycles having its own strengthened quality assurance mechanisms working as appropriate. All project documents and annual work plans will be going through a strict RBM expertise to ensure proper planning, implementation and monitoring mechanisms at place, with opportunities to unite resources where possible for joint monitoring events, assessments and data gathering. Monitoring of projects implementation will be strengthened vis-à-vis financial management, project timeline and ultimately results being achieved. Dedicated M&E focal points will be assigned under the National PMU to ensure proper implementation of the M&E function under all projects.

More active communication practices will be engaged to disseminate main programmes messages among the national counterparts, development community and population at large to engage innovative partnerships and strengthen coordination among various stakeholders working in the field. For this, a dedicated team of communication specialists will be put at place to work with the three directions of UNDP programme that include Democratic Governance, Sustainable Development and Resilience Building, with appropriate communication strategies at place to ensure use and engagement of all required media and audiences, tools and mechanisms to ensure effective advocacy work under the three areas and results reporting. PMU will also continue working on improving communication practices throughout the organization that includes UNDP Country Office (CO), Area Based Development (ABD) offices and National PMU.

Output 2. Efficiency of UNDP support is improved as a result of streamlined financial and human resources management and administrative set up for UNDP projects implementation

To ensure cost-effectiveness of the UNDP projects implemented under National PMU, the PMU operations unit comprised of four specialists dealing with administrative and human resources, finance, procurement and IT issues and the pool of administrative and finance assistants (AFA) and drivers, will continue serving all projects under PMU accommodating their needs for operational support. This will be done following a thorough analysis of each project's volume of operations and needs for administrative support, to ensure timely delivery of required services based on principles of efficiency, transparency and accountability. This unit will be working in close cooperation with the CO operations unit to ensure qualitative submissions of all documents related to project operations, and using automated system for documents processing where enabled to by the corporate software and tools. With preliminary budget for the year of 2014 of about 10 million

USD and the administrative budget for PMU operations unit budgeted at the level of about 500,000 USD, the management ration for PMU projects will be maintained at the level of 6% for 2014 and the coming years of 2015-2016. Stronger cooperation between the PMU operations and programme teams will be also promoted to ensure better and more streamlined implementation strategies for project activities compliant with the corporate standards on finance and human resources management, as well as more coordinated and efficient use of resources available.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework¹/Intended Outcome of the Project: UNDP's programme effectiveness and efficiency increased through higher quality programmes, greater organizational openness and agility to harness knowledge and solutions and improved management of financial and human resources

Outcome indicators including baseline and targets:

- I:** UNDP's impact on people's quality of life as a result of various projects interventions; % of people living below poverty line
- B:** General poverty rate constitutes 38% in 2012, extreme poverty rate is 4.4%.
- T:** Decrease of the share of population living below poverty line by 2 % annually and alleviate extreme poverty

Applicable Key Result Area (Strategic Plan 2014-2017): UNDP's coordination for effectiveness

Partnership Strategy: UNDP will be working closely with relevant projects' government and other counterparts within the project and outcome boards set up. It will be also working on building strategic partnership with the Non-governmental and community-based organizations as development partners within the activities planned, subcontractors, grantees or just partners

Project title and ID (ATLAS Award ID): 00083685

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1</p> <p>Higher quality programmes² as a result of improved project planning, streamlined implementation and monitoring implemented by stronger results-based management;</p> <p>Baseline:</p> <ol style="list-style-type: none"> 1. tbd (by RBM skills survey) 2. UNDP programme interventions need to be further streamlined and aligned with the new Strategic Plan 2014-2017 to meet organizational objectives by the end of the 	<p>Targets 2014:</p> <ol style="list-style-type: none"> 1. Rolled out improved RBM plan implementation is elaborated for National PMU projects and robust monitoring system is at place for 2014 projects financial resources, timeline and outputs/results achievement 2. UNDP Kyrgyzstan programme is aligned with the national priorities and UNDP Strategic Plan 2014-2017; key national counterparts' knowledge is increased about 	<ol style="list-style-type: none"> 1 Develop and implement updated RBM strategy for national PMU projects for the period 2014-2016 <ul style="list-style-type: none"> ▪ Review latest RBM policies and regulations and undertake needs assessment for the project staff and key counterparts ▪ Develop detailed implementation and monitoring plan for National PMU projects, ensure its implementation and proper results reporting ▪ Conduct a series of workshops and trainings on RBM for UNDP project staff and national counterparts 	<p>UNDP Country Office</p> <p>Prime Minister's office</p> <p>Key national counterparts</p>	<p>UNDP M&E officer</p> <p>National PMU M&E focal points</p> <p>National PMU communication specialists of Democratic Governance, Sustainable Development, and Resilience building groups</p> <p>National PMU Dimension Chiefs and Project Coordinators</p> <p>Workshops</p>

¹ Due to nature of the project described in Sections 1&2, all UNDP CPAP outcomes and accordingly data reflected in CPAP Results and Resources framework are relevant to current project RRF. UNDP CPAP could be found at <http://www.undp.kg/en/about-undp/kyrgyzstan-country-office>

² Quality will be assessed by the new Strategic Plan checklist (to be developed early 2014).

<p>programme cycle.</p> <p>Indicators:</p> <ol style="list-style-type: none"> level of understanding and application of UNDP RBM approaches among UNDP staff and key national counterparts # of projects/programmes fully aligned with the Strategic Plan 2014-2017 	<p>UNDP priorities and principles in programming</p> <p>Targets 2015:</p> <ol style="list-style-type: none"> Rolled out improved RBM plan implementation is elaborated for National PMU projects and robust monitoring system is at place for 2015 projects financial resources, timeline and outputs/results achievement At least 50% projects implemented under the National PMU are fully aligned with SP 2014-2017 <p>Targets 2016:</p> <ol style="list-style-type: none"> Rolled out improved RBM plan implementation is elaborated for National PMU projects and robust monitoring system is at place for 2015 projects financial resources, timeline and outputs/results achievement At least 100% projects implemented under the National PMU are fully aligned with SP 2014-2017 	<p>2 Elaborate communication and advocacy campaigns that are aligned with the SP 2014-2017 and UNDP KGZ programmes to raise awareness and discuss important issues on development of the country and promote UNDP results</p> <ul style="list-style-type: none"> Inventory and analysis of the project communication plans, consolidating them into a one unit (Democratic Governance, Sustainable Development or Resilience Building) communication and advocacy plan <ul style="list-style-type: none"> Implement advocacy and communication plan; Ensure enhanced reporting on UNDP programmes results and lessons learnt Develop and implement mechanisms for improvement of internal communication channels throughout the UNDP CO, ABD offices and National PMU Identify key areas for innovative approaches by UNDP Kyrgyzstan during 2014-2016 to align its programme with the Strategic Plan 2014-2017 and respond to the most acute country needs 	<p>Trainings</p> <p>Training and information materials</p> <p>2014: 5,000 USD 2015: 10,000 USD 2016: 10,000 USD</p> <p>Total: 25,000 USD</p>
<p>Output 2.</p> <p>Efficiency of UNDP support is improved as a result of streamlined financial and human resources management and administrative set up for UNDP projects implementation</p> <p>Baseline:</p>	<p>Targets 2014:</p> <ol style="list-style-type: none"> National PMU operations unit's plans (procurement, finance, HR/Admin and IT) elaborated and implemented to accommodate needs of the on-going and newly launched projects Projects implementation management ration under 	<p>1 Develop and implement National PMU operations unit plan to ensure proper support to implementation of the project activities during 2014-2017</p> <ul style="list-style-type: none"> Regularly review modus operandi on AFA distribution and engagement into projects activities to elaborate most client oriented approach to serve the projects under National PMU Regularly review/improve established 	<p>UNDP National PMU</p> <p>UNDP Country Office Operations Unit UNDP Country Office POSU</p> <p>National PMU programme and administrative staff as per approved organogram</p> <p>Office rent, joint administrative support/supplies equipment</p>

<p>Management ration for UNDP projects implemented under National PMU is about 8%</p> <p>Indicators: Projects management ration implementation</p>	<p>National PMU is 6%</p> <p>Targets 2015:</p> <ol style="list-style-type: none"> 1. National PMU operations unit's plans (procurement, finance, HR/Admin and IT) elaborated and implemented to accommodate needs of the on-going and newly launched projects 2. Projects implementation management ration under National PMU is 6 % <p>Targets 2016:</p> <ol style="list-style-type: none"> 1. National PMU operations unit's plans (procurement, finance, HR/Admin and IT) elaborated and implemented to accommodate needs of the on-going and newly launched projects 2. Projects implementation management ration under National PMU is 6% 	<p>internal procedures and processes for organization and coordination of activities and operations for all projects on procurement, finance, HR/admin and IT areas</p> <ul style="list-style-type: none"> Analyse and follow up on audit reports and reasons for documents being returned by the CO when any to ensure improvement of PMU operations units throughout the 2014-2016 Conduct regular inter-unit workshops and meetings to ensure better understanding of UNDP rules and procedures <p>2. Review/revisit a system for joint planning and implementation, to ensure better use of human and financial resources</p> <ul style="list-style-type: none"> Based on the results of annual review workshops 2012-2013 held with national counterparts, improve further mechanism of national dialogue for improved joint planning and implementation Review and improve PMU operations unit's plans on procurement finance, HR/Admin and IT to support implementation of the projects in a streamlined and coordinated way Initiate and maintain LTAs with a series of vendors to ensure timely services and minimum of transaction costs for repetitive services and products required by projects operations 	<p><i>In-house workshops and trainings on UNDP policies, procedures, rules and regulations</i></p> <p>2014: 450,000 USD 2015: 450,000 USD 2016: 450,000 USD</p> <p>Total: 1,350,000 USD</p>
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IV. ANNUAL WORK PLAN 2014

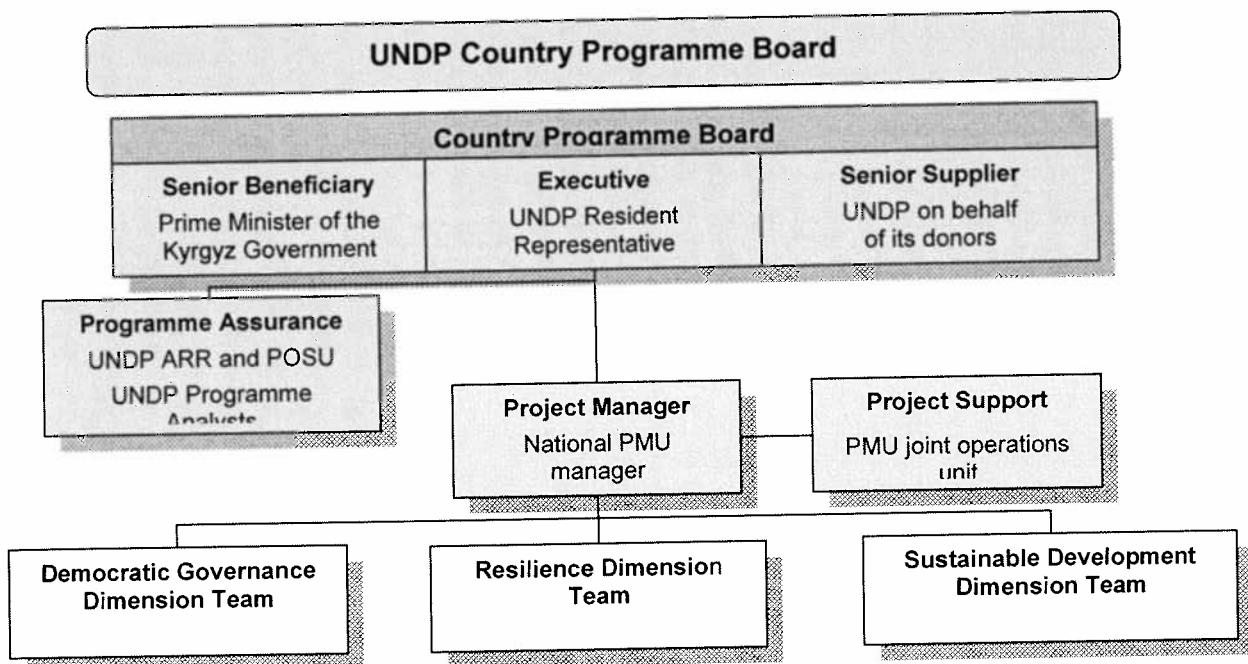
Period: January- December 2014

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
<p>Output 1 Higher quality programmes as a result of improved project planning, streamlined implementation and monitoring underpinned by stronger results-based management;</p> <p>Baseline: 1. tbd (by RBM skills survey) 2. UNDP programme interventions need to be further streamlined and aligned with the new Strategic Plan 2014-2017 to meet organizational objectives by the end of the programme cycle.</p> <p>Indicators: 1. Level of understanding and application of UNDP RBM approaches among UNDP staff and key national counterparts 2. # of projects/programmes fully aligned with the Strategic Plan 2014-2017</p> <p>Targets 2014: 1. Rolled out improved RBM plan implementation is elaborated for National PMU projects and robust monitoring system is at place for 2015 projects financial resources, timeline and outputs/results achievement 2. At least 50% projects implemented under the National PMU are fully aligned with SP.2014-2017</p>	<p>1.Develop and implement updated RBM strategy for national PMU projects for the period 2014-2016</p> <ul style="list-style-type: none"> ▪ Review latest RBM policies and regulations and undertake needs assessment for the project staff and key counterparts ▪ Develop detailed implementation and monitoring plan for National PMU projects, ensure its implementation and proper results reporting ▪ Conduct a series of workshops and trainings on RBM for UNDP project staff and national counterparts <p>2.Elaborate communication and advocacy campaigns that are aligned with the SP 2014-2017 and UNDP KGZ programmes to raise awareness and discuss important issues on development of the country and promote UNDP results</p> <ul style="list-style-type: none"> ▪ Inventory and analysis of the project communication plans, consolidating them into a one unit (Democratic Governance, Sustainable Development or Resilience Building) communication and advocacy plan ▪ Implement advocacy and communication plan and ensure enhanced reporting on UNDP programmes results and lessons learnt 	X	X	X	X	National PMU UNDP CO		
		X	X	X	X	National PMU UNDP CO		

<p>Output 2. Efficiency of UNDP support is improved as a result of streamlined financial and human resources management and administrative set up for UNDP projects implementation</p>	<p>1. Develop and implement National PMU operations unit plan to ensure proper support to implementation of the project activities during 2014-2017</p> <ul style="list-style-type: none"> ▪ Regularly review modus operandi on AFA distribution and engagement into projects activities to elaborate most client oriented approach to serve the projects under National PMU ▪ Regularly review/improve established internal procedures and processes for organization and coordination of activities and operations for all projects on procurement, finance, HR/admin and IT areas ▪ Analyse and follow up on audit reports and reasons for documents being returned by the CO when any to ensure improvement of PMU operations units throughout the 2014-2016 ▪ Conduct regular inter-unit workshops and meetings to ensure better understanding of UNDP rules and procedures 	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>National PMU UNDP CO</p>	<p>TRAC</p>	<p>Office rent Supplies Office furniture Office equipment Salaries</p>	
<p>Baseline: Management ration for UNDP projects implemented under National PMU is about 8%</p>									
<p>Indicators: Projects implementation management ration</p>									
<p>Targets 2014 1. National PMU operations unit's plans (procurement, finance, HR/Admin and IT) elaborated and implemented to accommodate needs of the on-going and newly launched projects</p>									
<p>2. Projects implementation management ration under National PMU is 6%</p>									
<p>3 Review/revise a system for joint planning and implementation, to ensure better use of human and financial resources</p> <ul style="list-style-type: none"> ▪ Based on the results of annual review workshops 2012-2013, improve further mechanism of national dialogue for improved joint plan/implementation ▪ Review and improve PMU operations unit's plans on procurement finance, HR/Admin and IT to support implementation of the projects in a streamlined and coordinated way ▪ LTAs with a series of vendors to ensure timely services and min transaction costs for repetitive services and products required by projects 									
<p>TOTAL</p>									

V. MANAGEMENT ARRANGEMENTS

The current project will not have its specific project board but will be rather serving as an umbrella project for all other projects implemented within the three practices areas. The “National coordination mechanism” project will be implemented through the National PMU structure set up with the overall guidance and coordination of the UNDP Country Programme Board. The UNDP Programme Board will be managed by the parties that have agreed on the CPAP implementation for the period 2012-2016 representing the Government’s Prime Minister office, who is the owner of the programme and its main beneficiary, and UNDP Country Office in Kyrgyzstan that has the role of the Programme Board Executive and its main supplier as the agency in charge of use of resources allocated by various donors, entrusted in accordance with international financial rules and regulations and project management arrangements, as specified in specific partnership protocols and agreements.



National PMU office will be serving main objectives and targets set up for various projects and programme as a whole, set up annual targets and their achievement by various projects, ensure proper coordination and communication among the projects to provide required information for decision making processes related to the scope of work of the Country Programme Board.

The National PMU will be managed by the National PMU Manager who will be responsible for daily implementation of the projects fallen under the PMU authority, making sure that all project deliverables are produced in agreed timeline, as per agreed quality criteria and within the project budget agreed. He or she will be supported by the four Dimension Chiefs on: (i) Democratic Governance, (ii) Peace and Development, (iii) Socio-Economic Development, and (iv) Environment and Disaster Risk Management, who in turn will be providing technical expertise and ensuring substance and content of work being implemented according to the agreed by the project standards. The national PMU organizational chart is provided in Annex B, detailed structure for each Dimension is provided in the Annex C, and TORs for the National PMU Manager and Chief Dimensions is provided in the Annex D and F of the current project document.

To ensure streamlined and more efficient delivery of various projects results and deliverables, a joint Operations unit will be established within the PMU structure to serve all projects fallen under the National PMU structure. It will be professionalized on the aspects of financial management, procurement and human resources and administrative management, with the pool of administrative

and financial assistants, drivers and other support staff being available for all projects services on the as needed basis. Standard corporate UNDP policies and regulations related to the relevant UNDP operations will be used to provide services on these, and UNDP Kyrgyzstan Standard Operating Procedures that outline the order of actions bound in the timeline will be used to ensure streamlined and accelerated delivery of projects deliverables and results through realization of the planned activities specified in the approved workplans.

All annual project workplans will be accordingly agreed with the relevant national counterparts and approved by the relevant project boards, as specified in relevant project documents and the CPAP. In addition to this, they will be jointly reviewed at the level of the Dimension Chiefs and National PMU Manager, to ensure complementarities and where possible efficient implementation throughout the project cycle. Joint and unified reporting and target setting, quarterly and annual, will be exercised to ensure effectiveness and efficiency of the projects implemented, and to provide a one programme update on implementation and development within the CPAP Country Programme Boards meetings.

UNDP Country Office staff will be in charge of provision of the programme and project assurance function. The Programme Oversight and Support Unit (POSU) headed by UNDP ARR will be in charge of provision of the project assurance function, while the Policy and Programme Advisory Unit will be providing the programme assurance function ensuring that the sum of the outputs produced is resulting in the cumulative effect of the programme outcomes envisaged in specific programme or portfolio strategies and the CPAP. UNDP Operations Unit headed by the County Office Operations Manager, will be providing oversight over the administrative and financial procedures practiced, and ensure compliance with the corporate standards in the areas of financial management, procurement, human resources management, administrative and IT management fields.

VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP Programme and Operations Policies and Procedures and UNDP Manual on Planning, Monitoring and Evaluation for development results, as well as UNDP Kyrgyzstan policy papers on the change agenda launched in 2011, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of the key project results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex E), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) will be submitted by the Project Manager to the Country office and the Programme Board through Project Assurance, using the standard report format available in the UNDP Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** Annual Review Reports will be consolidated by the National PMU Manager and shared with the Country Programme Board through the UNDP Country Office. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **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 projects and appraise the planned integrated Annual Work Plan (AWP) for the following year, based on the Project Annual Workplans agreed with the relevant national counterparts through the project boards. This review shall be driven by the Programme Board and may involve relevant project 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.

VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

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 this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://un.org/Docs/sc/committees/1267/1267ListEng.htm>

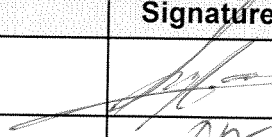
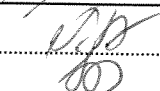

Clearance Slip

Purpose of the document is to endorse Project Document

Project title: "National Coordination Mechanism for streamlined delivery of UNDP Country Programme results – Phase 2"

Atlas number: 00083685

PREPARED BY: JYLDYZ MOLDOKULOVA, PMU MANAGER DATE: 24.12.2012

Cleared by	Signature	Date	Comments
Programme Officer/Associate		25.12.13	KUMAR KILITCHEV PROGRAMME ASSOCIATE UNDP, KYRGYZSTAN
ARR		25.12.2013	KARANANOVA PROGRAMME ASSOCIATE UNDP KYRGYZSTAN
Operations Manager		26/12/2013	
DRR *			

**/ DRR signs a clearance slip only if the document to be signed by RR (please refer to the latest office ICF)*

- ① 1) TRAC for 2014 = \$194,650.00 while in cover page it is \$200K;
- 2) Please ensure that contribution to common security project is included;

