

UNITED NATIONS DEVELOPMENT PROGRAMME



PROJECT DOCUMENT

NAURU

Project Title: Support to Nauru's Strategic Response to COVID-19

Project Number: 00128549

Implementing Partner: UNDP

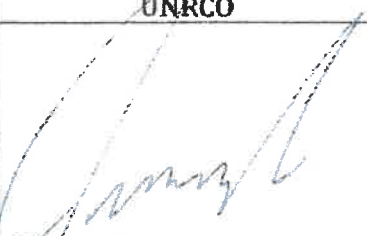
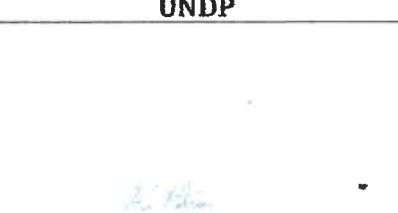

Start Date: August, 2020 **End Date:** August, 2021 **PAC Meeting date:** August, 2020

Brief Description

The project is developed in line with Nauru's Strategic Response to the Coronavirus Pandemic. The bedrock of the response is aggressive screening, early detection and prompt containment of any imported case of COVID-19. The strategy is underpinned by five management strategy including screening Points, transitional accommodation, isolation facility, a dedicated highly restricted COVID-19 Critical Care Unit (CCU) and a hazardous clinical/hospital waste management unit. The management strategies sets out a list of prioritized items which needs to be procured for required emergency response particularly for the prevention, response and containment phases. *The urgency of this project is paramount to Nauru's efforts to prevent and manage the spread of the Covid-19.* UNOSSC will proceed with fund disbursement to UNDP so that procurement of emergency equipment and medical supplies can be undertaken on an urgent basis. The expected development change is to strengthen health sector by providing medical equipment and supplies in preparation for COVID-19 scenario.

<p>Contributing Outcome (UNDAF/CPD, RPD or GPD): UNPS Outcome 4: Equitable Basic Services By 2022, more people in the Pacific, particularly the most vulnerable, have increased equitable access to and utilization of inclusive, resilient, and quality basic services. United Nations outcome 5 involving UNDP: By 2022, people and communities in the Pacific will contribute to and benefit from inclusive, informed and transparent decision making processes, accountable and responsive institutions, and improved access to justice. Indicative Output(s) with gender marker²: Output 1: Health sector strengthened by providing medical equipment and supplies in preparation for COVID-19 scenario. (GEN 2)</p>	<table border="1"> <tr> <td>Total resources required:</td> <td>1,050,000</td> </tr> <tr> <td>Total resources allocated:</td> <td> <table border="1"> <tr> <td>Donor: India-UN Development Fund-Commonwealth Window</td> <td>1,000,000</td> </tr> <tr> <td>UNDP</td> <td>50,000</td> </tr> </table> </td> </tr> </table>	Total resources required:	1,050,000	Total resources allocated:	<table border="1"> <tr> <td>Donor: India-UN Development Fund-Commonwealth Window</td> <td>1,000,000</td> </tr> <tr> <td>UNDP</td> <td>50,000</td> </tr> </table>	Donor: India-UN Development Fund-Commonwealth Window	1,000,000	UNDP	50,000
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Agreed by (signatures):

UNRCO	UNDP	Government
 Saraka Samarasinha Resident Coordinator	 Kevin Petrini Resident Representative a.i	 Chandalene Garabwan Secretary for Health & Medical Services
Date:	Date: 16-Aug-2020	Date: 22/08/20

I. DEVELOPMENT CHALLENGE

Nauru is the world's smallest island country, situated just 53 km south of the Equator. It is one of the 3 great phosphate rock islands in the Pacific Ocean with a land area of 8 square miles with a population of 12,500. Nauru faces challenges associated with its small size, remote location and narrow production base. The nearest "major" city with direct flights is Brisbane, 2,500 miles south-west. It is the second-smallest UN state in terms of land (after Monaco) and, the second-smallest in terms of population (after Tuvalu). It is also one of the least-visited places on Earth. Although it does not appear in the most recent UN data, one tour operator says the country has just 160 tourists a year. Thinking such a distant place would not need to distance itself further. But a country with one hospital, no ventilators, and a shortage of nurses, cannot take any chances.¹ Nauru is not the only small Pacific country to have declared a national emergency - Kiribati, Tonga, Vanuatu, and others, have done the same. "Many of these places have high rates of diabetes, heart disease, smoking and chest conditions - all those conditions [are linked to] a more severe form of the Covid-19 disease outcomes ." If there were a severe outbreak in any of the small Pacific nations, they would have to send their patients abroad. But that is easier said than done, when countries are locking down their borders. Despite these challenges, the Government is committed to ensuring a sustainable quality of life for all Nauruans.

II. STRATEGY

Background

The inter-country and community transmission of Covid-19 continues to be serious issue all over the world. The risk and likelihood of introduction of Covid-19 in the country will increase with the opening of the borders and resuming the flight/shipping services for travel, business and tourism and connecting the different countries with Nauru. Nauru has so far had no cases of COVID-19. Thanks to quarantine and travel entry and exit restrictions, there is currently no risk of importation. However, there are important economic reasons to reopen. This includes the supply chains and importation of staples such as rice and vegetables. Economic growth in Nauru is forecasted as 0.4% this year, compared to 1.0% last year. Minimizing COVID spread is important because of the lack of health capacity and underlying conditions. There are no ICU beds, while 61% of the total adult population is obese, which is a significant risk factor. According to the national STEPS survey in 2004, between 50% to 56% of the total adult population smokes and almost 94% consume less than 5 serves of fruits and vegetables per day.

Nauru has a high population proportion aged under 20 years, which may contribute to COVID-19 transmission dynamics. Almost 40% of the population is under the age of 20, and there is now evidence that this age group is far less likely to have symptomatic disease

¹ <https://www.bbc.com/news/world-52120439>

(Davies et al. 2020). A low rate of symptomatic disease leads to low presentation for care and potential testing for COVID-19. COVID-19 spreads via contact between humans, and the age-specific infectivity and social contact rates within and between age groups are important drivers of infection. The project is developed in line with Nauru's Strategic Response to the Coronavirus Pandemic. The bedrock of the response is aggressive screening, early detection and prompt containment of any imported case of COVID-19. The strategy is underpinned by five management strategy including screening Points, transitional accommodation, isolation facility, a dedicated highly restricted COVID-19 Critical Care Unit (CCU) and a hazardous clinical/hospital waste management unit. The management strategies set out a list of prioritized items which needs to be procured for required emergency response particularly for the prevention and response phases. The urgency of this project is paramount to Nauru's efforts to prevent the spread of the Corona Virus. The project aims to address SDG 3 in ensuring adequate supplies and equipment are in place to respond to coronavirus cases and effectively save lives.

Strategy

Implementing the strategy will be depend on the effective and efficient running of these health and non-health services for which availability of equipment in country for preparedness is most essential. Some of the equipment are available in country, a few other equipment are planned to be supplied by bilateral and multi-lateral partners while some other essential equipment will be procured with funds available through the UNOSSC. The preparedness and management of probable Covid-19 infection in the country will require resources including PPE, medical equipment, ICU care infrastructure and machines and infection prevention and control. IPC beyond the hospital and health clinics will require safe disposal of biological material, clinical wastes, disposable instruments, and discarded PPE.

The procurements are clubbed under four different medical equipment categories – 1. Medical equipment, 2. Personal protective equipment, 3. Wash materials and, 4. Miscellaneous items.

1. Medical equipment – These are essential items for the management of mild, moderate or severe Covid-19 cases within a quarantine facility, isolation unit and an intensive care facility. These are essential supporting items for monitoring the patient and for use with along with other advanced technical equipment like ventilators and oxygen supply units. These items are multi use and disposable items as well.

Co-morbid conditions are likely to increase the mortality, especially among the elderly. The RON hospital does not have adequate facility or equipment for proper management of dead bodies in such conditions. Special mortuary equipment will be procured to provide immediate and long-term solution for safe handling of dead bodies.

2. Personal protective equipment (PPE) are essential for the safety of the personal who are managing the screening post at the ports of entry in the country, quarantine spaces

and isolation units. This will include the essential items like surgical masks, N95 respirators, gloves and face shields.

3. Wash materials – Infection prevention and control is an important part of disease control in hospital settings. Proper waste disaggregation for infective, non-infective, sharps and household waste will be important for prevention, spread and control of infection in such conditions. The wash materials are to be used for handling infectious wastes, desegregation at the site, transporting these to hospital / clinical waste management unit. Managing infection prevention and safe disposal of the clinical and hospital wastes from the hospital and clinics will further improve the working conditions and lower the risk to health and non-health staff.
4. Miscellaneous
 - a. Additional items like tents for creating space of waiting, resting and storage of additional equipment will be required.
 - b. A major and important component of the disease control is safe disposal of clinical/hospital wastes. Experience from other parts of the world shows that managing Covid-19 has created large amount of clinical/hospital wastes which pose a threat to lives, flora, fauna and environment. According to WHO, about 85% of the total amount of waste generated by health care activities is general, non-hazardous waste. The remaining 15 % is considered hazardous material that could be infectious, toxic, or radioactive. Hazardous waste that is not managed properly present a risk to hospital patients, health care personnel and general public. Health care waste includes all waste generated by health, research and laboratory facilities in the course of providing health care services. Health care waste in a facility should be managed from point of generation to final disposal and removal. Health-care waste will continue to be influenced by new social, economic and cultural circumstances. (Ref: Safe management of wastes from health care activities – WHO pub). WHO recommends promotion of new technology alternative to incineration or any other polluting system. Effective and long term sustainable non-incineration technology that will effectively dispose of the hospital / clinical wastes and prevent the disease, exposure to dioxins and waste material. An appropriate, safe, sustainable, long lasting and efficient hospital waste management unit, using the latest recommended technology will be established on the island. A new approach to hospital waste management is the microwave-based disinfection, shredding and landfill method that will be used in this respect. This unit will be environment friendly and will not create any air or water pollution and will be easy to maintain by local staff who will be trained.
 - c. The MOHMS is short of human resources for health as well advance training in managing complicated disease. Appropriate need based technical support will be acquired through WHO support to help establish advance systems for screening, managing patients, documentation and data management, monitoring and evaluation. A regular monitoring and evaluation of the project will be done to ensure timely delivery and completion of the project.

III. RESULTS AND PARTNERSHIPS

Expected Results

The expected development change is to strengthen health sector by providing medical equipment and supplies in preparation for COVID-19 scenario. Deliver urgent medical supplies and equipment – ensuring success in the prevention of Coronavirus spread.

Resources Required to Achieve the Expected Results

The total expected resource required is approximately 1 million for key Procurement of Medical equipment and supplies. This amount includes UNDP indirect costs - i.e. headquarters and country office structures in providing General Management Support (GMS) services. Refer to section VII (Multi-year work plan) for details.

Partnerships

Partnerships play an important role in this project: i) at the local level the key stakeholder is the Ministry of health ii) World Health Organisation, UNDP and at the international level partners are the Government of India and the United Nations Office for South-South Cooperation (UNOSSC). Besides, the Nauru High Commission in Fiji received a donation of Personal Protective Equipment (PPE) consisting of gloves, sanitizers and masks from the United Nations Development Programme (UNDP), through the Disaster Resilience for Pacific Small Island Developing States (RESPAC) project.

Risks and Assumptions

Tentatively there 2 potential risk and associated impact, mitigation measures and assumptions are as follows:

- Key Risk 1 – Limited transportation
 - Impact: Shipment and deliver equipment's on time
 - Mitigation measures: Coordination with government counter parts on shipments
 - Assumption: Equipment delivered in a timely manner
- Key Risk 2 – Handling/Installation and Maintenance
 - Impact: Damages to equipment upon delivery, incorrect setup, no regular maintenance
 - Mitigation measures: clear instructions on handling, installation and maintenance guidelines adhered
 - Assumption: equipment set up successfully and operational as expected
- Key Risk 3 – A low risk of climate and natural disasters which may hinder the project

Stakeholder Engagement

The stakeholder of this project will be Ministry of health & Medical Services, Government and people of Nauru, World Health Organization (WHO), United Nations Development Programme (UNDP) and UNOSSC. The multiple agency stakeholder engagement will enhance the partnership and build long term relationship towards sustainable and collaborative approach to implementing projects in resource constrained Pacific Island countries.

WHO to source and provide technical support and guidance for health sector preparedness and response activities aligned with the WHO Global Response strategy for Covid – 19 in coordination with the Nauru Ministry of Health and Medical Services (MOHMS). The response activities will be tailored to reflect the contextualised needs of the health system in Nauru MOHMS which includes procurement of medical and related equipment; access essential technical support for installation and maintenance of hospital waste management equipment; provide technical support and training for clinical and public health management and guide infection prevention control at all levels. The goal of the technical support for planning and preparedness response will be:

Containment of the outbreak through the slowing and stopping of Covid – 19 transmission, prevent outbreaks and spread. **Mitigation** of the effects of an outbreak through reducing preventable morbidity and mortality, minimising negative deaths, social and economic impacts and facilitating early recovery.

The activities will work towards accomplishing the following:

1. Country readiness and response operations for Covid -19 scaled up for containment and mitigation.
2. Access to latest science, technical guidance, clinical care, equipment & supplies to reduce preventable morbidity and mortality and adverse social and economic impact of Covid -19
3. Health care workers are safe through access to the knowledge, skills and resources need for safe practice, including access to personal protective equipment and optimal infection prevention and control practices.
4. Covid-19 transmission reduced through non-pharmaceutical interventions, risk communication and community engagement
5. Safe disposal and management of Hospital and clinical wastes

Ministry of Health & Medical Services, Government and People of Nauru will play an important role in providing ground level support in the form of human resources, infrastructure and land premises for this project. Their role will be vital in long term maintenance, running and sustainability of this project for the benefit of the population.

UNDP – With long standing expertise in project management, monitoring and oversight, UNDP will be providing leadership and resource management to this project.

UNOSSC – Provide resources and funding to the much needed, and resource constrained small Island countries. This funding will go a long way in building the country capacity in essential health services.

Knowledge

During the project implementation, dissemination of information and key messages on the projects objectives and activities will be promoted through partners, government, media, and the project beneficiaries etc. A number of press releases, articles, media and communications products, banners and videos following proper guidelines will be developed especially on the usage of equipment. The communications plan will include the use of various media channels in an effort to reach key stakeholders.

This project will build the capacity of the local government in running a small-scale project, work towards building and maintaining a strong and resilient efficient health system and long-term sustainability. The training of the human resources in this project will bring new knowledge and add value to strengthen the health system.

Communications

All efforts would be made to acknowledge the contribution from the Government of India on appropriate occasions. For any major national event organized by the project, arrangements would be made to ensure the participation of the Embassy of India in the country at the highest level as possible. The Embassy would be kept regularly informed on the progress of the project. Support of India would be mentioned in all publicity materials related to the project. Government of India logo, India-UN Development Partnership Fund Logo, UNOSSC logo will be included where relevant.

Sustainability and Scaling Up

A robust monitoring and evaluation process will be carried out throughout the project to measure its effectiveness for any future scaling up. National ownership of the project will be promoted as Government is a key stakeholder and delivery partner, ensuring adequate supplies.

The lessons learnt will support similar, sustainable and replicable initiatives in other Pacific Island Countries and Territories (PICs). An important aspect of this project is the hospital/clinical waste management which is continuing to be a challenge among the PICs, and most are struggling with adequate, environmental friendly and sustainable waste management systems.

This project will complement by adding value to other international funding support systems like Global Fund initiatives for TB / HIV, STI support in health.

IV. PROJECT MANAGEMENT COST EFFICIENCY AND EFFECTIVENESS

UNDP has been identified by Government of Nauru to undertake this project. The overall management of the project will be undertaken by UNDP under the direct implementation modality in partnership with WHO. WHO being the specialized UN agency in the health sector will do bulk of procurement while UNDP will play a role of quality assurance, monitoring and

reporting to the donor. This arrangement has been discussed and agreed within the UNCT (UNDP, UNRC and WHO) and the Government of Nauru. In addition, UNDP will be contributing additional USD50k towards this project as there are additional needs in the health sector.

The project will be managed effectively and in accordance with UNDP Programme and Operations Policies and Procedures to ensure progress towards the project outcome. A Project Board will be established comprising of UNDP, WHO, Ministry of Health representative and a representative of the Indian High Commission in Nauru/ accredited to Nauru and will provide overall guidance in the implementation. The board will meet on a 6 monthly basis. The project will have an effective monitoring and evaluation framework and the results will be shared with project partners. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk. In addition, Communications and Visibility Plan will be implemented in line with the new revised UNDP branding, editing, social media and video standard guidelines.

Furthermore, UNDP will assign an RBM analyst to monitor this project and liaise with WHO and the Government of Nauru on a regular basis.

V. RESULTS FRAMEWORK²**Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:**

United Nations outcome 5 involving UNDP: By 2022, people and communities in the Pacific will contribute to and benefit from inclusive, informed and transparent decision-making processes, accountable and responsive institutions, and improved access to justice.

Outcome 4: Equitable Basic Services By 2022, more people in the Pacific, particularly the most vulnerable, have increased equitable access to and utilization of inclusive, resilient, and quality basic services.

Applicable Output(s) from the UNDP Strategic Plan:

Output 5.3. More women and men benefit from strengthened governance systems for equitable service delivery, including access to justice

Project title and Atlas Project Number: Support to Nauru's Strategic Response to COVID-19, 00128549

EXPECTED OUTPUTS	OUTPUT INDICATORS ³	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	FINAL	
Output 1 Health sector strengthened by providing medical	1.1 Number of Medical Equipment Kits for Covid-19 patients management	Commissioning documents, verification report	0	2020	150		Documents/records, UNDPs monitoring activity
	1.2 Number of Mortuary unit with 12 body storage, cabinet, air-cooling and lift system	verification report	0	2020	1		Documents/records, UNDPs monitoring activity

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

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

equipment and supplies in preparation for COVID-19 scenario. GEN 2	1.2 Number of Tents (disaggregated by gender)	verification report	0	2020	4		Documents/records, UNDPs monitoring activity
	1.4 Number of hospital/clinical waste management unit	verification report	0	2020	1		Documents/records, UNDPs monitoring activity

VI. MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	UNDP and WHO	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk. Monitoring will also be done by nominated Indian representatives from the Honorary Consulate in Nauru or Indian Embassy in that is concurrently accredited to Nauru (Reference: India-UN Fund guidelines)	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP and WHO	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP and WHO	

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.	End of project (QA closure)	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	6 monthly	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP and WHO	
Project Report	<p>Monthly updates on progress (no more than 2-3 bullet points) will be emailed to UNOSSC (Secretariat and Fund Manager).</p> <p>Quarterly narrative and financial reports on the project will be submitted to UNOSSC</p> <p>A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.</p>	At the end of the project (final report)		UNDP and WHO	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-	6 monthly	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	UNDP and WHO	

	<p>of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p> <p>A nominated representative from the Honorary Consulate of India in Nauru or Indian Embassy that is concurrently accredited to Nauru will be invited as member of the Project Steering Committee.</p>				
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VII. MULTI-YEAR WORK PLAN⁴⁵

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

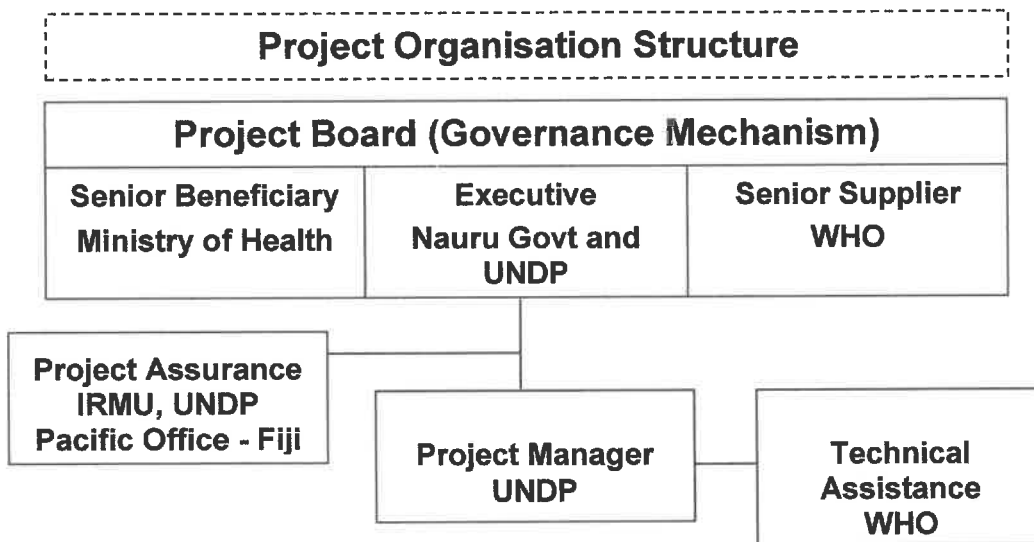
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 2020	Y2 2021		Funding Source	Budget Description	Amount (USD)
Output 1 Health sector strengthened by providing medical equipment and supplies in preparation for COVID-19 scenario. GEN 1	1.1 Medical Equipment Kits	255,746	45,165	WHO	India-UN Development Partnership Fund	Procurement	300,911
	1.2 Additional PPEs	50,000		UNDP	UNDP	Procurement	50,000
	1.3 Wash Material	87,385		WHO	India-UN Development Partnership Fund	Procurement	87,385
	1.4 Tents	5,940		WHO	India-UN Development Partnership Fund	Procurement	5,940
	1.5 Hospital / Clinical waste management unit	440,607	25,000	WHO	India-UN Development Partnership Fund	Procurement	465,607

⁴ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁵ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	1.6 Technical Assistance	23,758	23,758	WHO	India-UN Development Partnership Fund	Technical Assistance	47,516	
	1.7 WHO PSC (7%)	63,515		WHO	India-UN Development Partnership Fund	Procurement	63,515	
	Monitoring, Oversight, Evaluation and reporting			UNDP				
	Sub-Total for Output 1							970,874
General Management Support (GMS 3%) of 1 million								29,126
TOTAL India Development Fund plus UNDP contribution								1,000,000
GRAND Total (India Fund, UNDP and GMS)								1,050,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



IX. LEGAL CONTEXT

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

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Fiji 28 February 2019 and UNDP, signed on . All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP (“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

Option b. UNDP (DIM)

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]⁶ [UNDP funds received pursuant to the Project Document]⁷ 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.

⁶ To be used where UNDP is the Implementing Partner

⁷ 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. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA, 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. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
- d. 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.
- e. 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.
- f. 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.
- g. 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.

- h. *Option 1:* 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.

XI. ANNEXES

ANNEX I: PROJECT QUALITY ASSURANCE REPORT

PROJECT QA ASSESSMENT: DESIGN				
OVERALL PROJECT				
Exemplary (5)	Highly Satisfactory (4)	Satisfactory (3)	Needs Improvement (2)	Inadequate (1)
★★★★★	★★★★	★★★	★★	★
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
APPROVE – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner.				
APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.				
DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted.				

RATING CRITERIA Select the option that best reflects the project	
STRATEGIC	
1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?	
3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.	
2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.	
1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.	
*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.	
3	Evidence:
2	Yes the Prodoc outlines the Theory of Change such as the project aims to address SDG 3 in ensuring adequate supplies and equipment are in place to respond to coronavirus cases and effectively save lives.
1	As well as: Development Setting - b) Accelerate structural transformations for sustainable development. Signature Solution - The project and responds to Signature Solution 2 to strengthen effective, inclusive and accountable governance; and Signature Solution 3 Crisis prevention and increased resilience
2. Is the project aligned with the UNDP Strategic Plan?	
3: The project responds to at least one of the development settings as specified in the Strategic Plan and adapts at least one Signature Solution. The project's RRF includes all the relevant SP output indicators. (all must be true)	
2: The project responds to at least one of the development settings as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)	
1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.	
3	Evidence:
2	Evidence: Yes. Page 1 of the Prodoc is aligned to the SRPD (2018-2022) which is derived from UNDP Strategic Plan.
1	

3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)	
Yes (3)	
No (1)	
RELEVANT	
4. Does the project target groups left furthest behind?	
3: The target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence.	
2: The target groups are clearly specified, prioritizing groups left furthest behind.	
1: The target groups are not clearly specified.	
*Note: Management Action must be taken for a score of 1. Projects that build institutional capacity should still identify targeted groups to justify support	
3	Evidence:
2	Output 1 of the Prodoc is dedicated to ensure that Gender and Social Inclusion (refer to Results framework). The project targets all persons seeking access to sustainable quality health system. As such, consultations have been held with stakeholders, as such as Government to identify needs and ascertain how the project can support the identified needs.
1	
5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?	
3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.	
2: The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected.	
1: There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.	
*Note: Management Action or strong management justification must be given for a score of 1	
3	Evidence:
2	The project mentions knowledge and lessons learned.
1	
PRINCIPLED	
6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors?	
3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)	

2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.

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

*Note: Management Action or strong management justification must be given for a score of 1

3	<p>UNDP has been identified by Government of Nauru to undertake this project. The overall management of the project will be undertaken by UNDP under the direct implementation modality in partnership with WHO. WHO being the specialized UN agency in the health sector will do bulk of procurement while UNDP will play a role of quality assurance, monitoring and reporting to the donor. This arrangement has been discussed and agreed within the UNCT (UNDP, UNRC and WHO) and the Government of Nauru. In addition, UNDP will be contributing additional USD50k towards this project as there are additional needs in the health sector(...)</p> <p>The project will be managed effectively and in accordance with UNDP Programme and Operations Policies and Procedures to ensure progress towards the project outcome. A Project Board will be established comprising of UNDP, WHO and Ministry of Health representative and will provide overall guidance in the implementation. The board will meet on a 6 monthly basis. The project will have an effective monitoring and evaluation framework and the results will be shared with project partners. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk. In addition, Communications and Visibility Plan will be implemented in line with the new revised UNDP branding, editing, social media and video standard guidelines.</p> <p>Furthermore, UNDP will assign an RBM analyst to monitor this project and liaise with WHO and the Government of Nauru on a regular basis.</p>
2	
1	

7. Does the project apply a human rights-based approach?

3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)

2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)

1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. *Note: Management action or strong management justification must be given for a score of 1	
3	Evidence:
2	This project has been developed specifically to assist the Government of Nauru in in line with Nauru's Strategic Response to the Coronavirus Pandemic.
1	The urgency of this project is paramount to Nauru's efforts to prevent the spread of the Corona Virus
8. Does the project use gender analysis in the project design?	
3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)	
2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)	
1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document. *Note: Management Action or strong management justification must be given for a score of 1	
3	Evidence:
2	Yes. Output 1 to ensure that Gender and Social Inclusion (refer to Results framework).
1	
9. Did the project support the resilience and sustainability of societies and/or ecosystems?	
3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true).	
2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)	
1: Sustainability and resilience dimensions and impacts were not adequately considered. *Note: Management action or strong management justification must be given for a score of 1	
3	Evidence:

2	The Nauru Government have taken ownership of the design/proposal and the activities to be carried out in order to fulfil the outcome of the project. This high level of ongoing national ownership will be ensured throughout the implementation of the project during the conduct of activities and coordination meetings. The project has a focus to strengthen the capacity with a view to enhancing quality health systems. Throughout the extension and on completion of the project, as appropriate, UNDP will continue to resource mobilize and a plan will be developed with key stakeholders in order to sustain or scale up results.
1	
10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]	
Yes (3)	Evidence: SESP has been completed
No (1)	
MANAGEMENT & MONITORING	
11. Does the project have a strong results framework?	
3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true)	
2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true)	
1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true)	
*Note: Management Action or strong management justification must be given for a score of 1	
3	Evidence:
2	Yes. Refer to the Results Framework of the Prodoc.
1	The indicators include the number of people benefiting the quality health system (Number of Tents (disaggregated by gender)
12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?	
3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true).	
2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all	

must be true)	
1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. *Note: Management Action or strong management justification must be given for a score of 1	
3	Evidence:
2	Yes. Refer to the Prodoc on Governance Arrangement
1	
13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?	
3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)	
2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.	
1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project. *Note: Management Action must be taken for a score of 1	
3	Evidence:
2	Please refer to Risk Log in Annex III
1	
EFFICIENT	
14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.	
Yes (3)	Evidence:
No (1)	Management Arrangements
15. Is the budget justified and supported with valid estimates?	

<p>3: The project's budget is at the activity level with funding sources and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.</p> <p>2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.</p> <p>1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.</p>	
3	Evidence:
2	Refer to Multi Year Workplan. The budgets have been estimated. Fluctuations in foreign exchange exposure have been incorporated into the budget estimates.
1	
<p>16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation?</p> <p>3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)</p> <p>2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.</p> <p>1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.</p> <p>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</p>	
3	Evidence:
2	Refer to Workplan. The budget has been set up to account for the Direct Project Costing, mandatory corporate levies (GMS) have also been accounted for.
1	
EFFECTIVE	
<p>17. Have targeted groups been engaged in the design of the project?</p> <p>3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)</p> <p>2: Some evidence that key targeted groups have been consulted in the design of the project.</p> <p>1: No evidence of engagement with targeted groups during project design.</p>	
3	Evidence:

2	Nauru Govt in particular Ministry of Health were consulted throughout the project design process, as well as WHO and their inputs have been incorporated into this project document.
1	
18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?	
Yes (3)	Evidence:
No (1)	Yes. Refer to Section V Monitoring and evaluation (M&E).
19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.	
*Note: Management Action or strong management justification must be given for a score of "no"	
Yes (3)	Evidence:
No (1)	Yes. Gen 2.
SUSTAINABILITY & NATIONAL OWNERSHIP	
20. Have national/regional/global partners led, or proactively engaged in, the design of the project?	
3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP.	
2: The project has been developed by UNDP in close consultation with national/regional/global partners.	
1: The project has been developed by UNDP with limited or no engagement with national partners.	
3	Evidence:
2	Government of Nauru were consulted throughout the project design process. The initial proposal was from Govt to India Development Fund
1	
21. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted?	
3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.	
2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.	
1: Capacity assessments have not been carried out.	
3	Evidence:
2	Refer to Resources Required to Achieve the Expected Results Prodod.

1	
22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.) to the extent possible?	
Yes (3)	Evidence:
No (1)	Refer to section 2- engaging the national and subnational levels
23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?	
Yes (3)	Evidence:
No (1)	UNDP will continue to resource mobilize for a larger project in collaboration with WHO.

Annex II

Social and Environmental Screening Template

Project Information

Project Information	
1. Project Title	Support to Nauru's Strategic Response to COVID-19
2. Project Number	00128549
3. Location (Global/Region/Country)	Nauru

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

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

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

A human rights approach is 'a conceptual framework for the process of human development that is normatively based on international human rights standards and operationally directed to promoting and protecting human rights. It seeks to analyse inequalities which lie at the heart of development problems and redress discriminatory practices and unjust distributions of power that impede development progress' (<http://hrbaportal.org/faq>). The expected short-term development change from this project is to strengthen health sector by providing medical equipment and supplies in preparation for COVID-19 scenario. Deliver urgent medical supplies and equipment – ensuring success in the prevention of Coronavirus spread.

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

Health pandemics have specific and severe impacts on the lives of women and girls. Since the COVID-19 outbreak first had reported cases, the gendered impacts began being documented in the Pacific and across the world. Women and girls are disproportionately impacted by crises. Existing gender inequalities are exacerbated during a crisis, with the result that women and girls face even higher rates of violence, sexual abuse and control from their husbands, partners and families. Women are expected to undertake more unpaid domestic work, are less able to access essential health services and are more vulnerable to

economic hardship. Employing a gender lens highlights the differing impacts of COVID-19 on women, girls, men and boys, and other, marginalised groups in the community. Crises such as disease outbreaks heighten the vulnerabilities of different groups, accentuating inequalities and leading to the neglect of the needs and rights of the most marginalised. As such access to better health equipment is not only a catalyst for development but it can also be a springboard for promoting gender equality and women’s empowerment. With access to health services, women are more likely to be able to stay healthy. Access to health facilities can therefore help realise gender equality and the achievement of future sustainable development goals.

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

The pandemic has exposed that gains made to address poverty, hunger, good health and well-being may face serious setbacks, unless the global community also urgently addresses the global environmental threats that have similar capacity to gravely undermine the systems that enable humanity and the planet to survive and thrive.

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks?</p> <p>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks?</p> <p>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</p>	<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>
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Risk Description	Impact	Significan	Comments	Description of assessment and
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	and Probability (1-5)	ce (Low, Moderate, High)		management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
	QUESTION 4: What is the overall Project risk categorization?			
	Select one (see SESP for guidance)		Comments	
	Low Risk			
	Moderate Risk		X	
	High Risk			
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?			
	Check all that apply		Comments	
	Principle 1: Human Rights			
	Principle 2: Gender Equality and Women's Empowerment			
	1. Biodiversity Conservation and Natural Resource Management			
	2. Climate Change Mitigation and Adaptation			
	3. Community Health, Safety and Working Conditions			
	4. Cultural Heritage			
	5. Displacement and Resettlement			
	6. Indigenous Peoples			

	7. Pollution Prevention and Resource Efficiency	
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Final Sign Off

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
Principles 1: Human Rights	Answer (Yes/ No)
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	NO
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ⁸	NO
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	NO
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	NO
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	NO
4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions	NO

⁸ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

<p>of women and men in accessing environmental goods and services? For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</p>	
<p>Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below</p>	
<p>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</p>	
<p>1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</p>	No
<p>1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?</p>	No
<p>1.3 Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)</p>	NO
<p>1.4 Would Project activities pose risks to endangered species?</p>	NO
<p>1.5 Would the Project pose a risk of introducing invasive alien species?</p>	NO
<p>1.6 Does the Project involve harvesting of natural forests, plantation development, or reforestation?</p>	NO
<p>1.7 Does the Project involve the production and/or harvesting of fish populations or other aquatic species?</p>	No
<p>1.8 Does the Project involve significant extraction, diversion or containment of surface or ground water? For example, construction of dams, reservoirs, river basin developments, groundwater extraction</p>	NO
<p>1.9 Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)</p>	NO
<p>1.10 Would the Project generate potential adverse transboundary or global environmental concerns?</p>	No
<p>1.11 Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential</p>	No

	relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.	
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ⁹ greenhouse gas emissions or may exacerbate climate change?	NO
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	NO
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding	NO
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	NO
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	NO
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	NO
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	NO
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	NO
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	NO
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	NO

⁹ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	NO
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	NO
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	NO
5.3	Is there a risk that the Project would lead to forced evictions? ¹⁰	NO
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	NO
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	NO
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	NO
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.	NO
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	NO
6.5	Does the proposed Project involve the utilization and/or commercial	No

¹⁰ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

	development of natural resources on lands and territories claimed by indigenous peoples?	
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	NO
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	NO
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	NO
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	NO
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	NO
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	NO
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol	NO
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	NO
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	NO

Annex 3

Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures /Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Limited transportation	During design	Operational	Shipment and deliver equipment's on time P = 3 I = 3	Coordination with government counter parts on shipments	Project Manager	N/a	N/a	N/a
2	Handling/Installation and Maintenance	During design	Operational	clear instructions on handling, installation and maintenance guidelines adhered	equipment set up successfully and operational as expected	Project Manager	N/A	N/A	N/A

Annex 4

Terms of Reference for Project Board

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

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

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

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

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

Specific responsibilities:

Defining a project

- Review and approve the Initiation Plan (if such plan was required and submitted to the LPAC).

Initiating a project

- Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the Initiation Stage (if an Initiation Plan was required);
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

Running a project

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

Closing a project

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

Executive

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organisation structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress
- Organise and chair Project Board meetings

The Executive is responsible for overall assurance of the project as described in Annex X.5 – Terms of Reference for Project Assurance. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

Senior Beneficiary

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

Specific Responsibilities (as part of the above responsibilities for the Project Board)

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

The assurance responsibilities of the Senior Beneficiary are to check that:

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

Where the project's size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities (see also Annex X.5 – Terms of Reference for Project Assurance).

Senior Supplier

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

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available

- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

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

If warranted, some of this assurance responsibility may be delegated.

Terms of Reference for Project Manager

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

The Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Outcome Board. Prior to the approval of the project, the Project Developer role is the UNDP staff member responsible for project management functions during formulation until the Project Manager from the Implementing Partner is in place.

Specific responsibilities would include:

Overall project management:

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

Running a project

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

- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

Closing a Project

- Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

Terms of Reference for Project Support

Overall responsibilities: The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

Specific responsibilities: Some specific tasks of the Project Support would include:

Provision of administrative services:

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer the quality review process
- Administer Project Board meetings

Project documentation management:

- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports

Financial Management, Monitoring and reporting

- Assist in the financial management tasks under the responsibility of the Project Manager
- Provide support in the use of Atlas for monitoring and reporting

Provision of technical support services

- Provide technical advices
- Review technical reports
- Monitor technical activities carried out by responsible parties

Terms of Reference for Project Assurance

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

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

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

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

Specific responsibilities would include:

Initiating a project

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

Running a project

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

Closing a project

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