

Leader Resilience and Sustainable Development, UNDP Pacific – Fiji Office as well as the Permanent Secretary, DCIE. Project support covering project administration, management and technical support to the Project Manager and communications will be provided by the UNDP Pacific – Fiji Office, specifically by the Joint Operations Centre, the Integrated Result Management Team and the Resilience and Sustainable Development Team. The Energy Programme Specialist, UNDP Pacific – Fiji Office will be assisting with project assurance (i.e. objective and independent project oversight and monitoring functions). The costs for UNDP providing project support, project assurance and communications will be covered via direct project costing (DPC).

Overall responsibility for the project rests with a Project Board that will consist of representatives from the Planning and Aid Division, Department of Finance and Economic Planning, DCIE, UNDP and GIZ. The Project Board will be co-chaired by DCIE and UNDP. Initially it is the plan that the Project Board will meet annually (or if needed bi-annually). Where possible Project Board meetings will take place at the end of the year to assess performance of the project during the year in question as well as consider/endorse the proposed annual work plan for the upcoming year.

Audits will be undertaken according to UNDP's financial regulations and rules.

For more information about the project management set-up including responsibilities of the various positions and entities mentioned above refer to section VIII (governance and management arrangements) as well as relevant annexes (X.3, X.4, X.5 and X.6).

### **VI.3 Collaborative Arrangements**

As part of a separate arrangement, GIZ has contracted an In-country Coordinator for the Nauru component of the ACSE Programme. The In-country Coordinator '...is responsible for the provision of support to the Government, the GIZ Programme Coordinator and the GIZ Technical Advisors in order to assure efficient execution of all activities under Component 1: EU-GIZ Adapting to Climate Change and Sustainable Energy as well as achievement of its objectives.' The UNDP Project Manager will work closely with the ASCE In-country Coordinator including informing about project progress, issues, etc. This project will cover the costs for one laptop personal computer (PC), stationery, one office table and local travel for the GIZ In-country Coordinator (refer to the Multi Year Work Plan below for details). In addition, the United Nations (UN) has a Joint Presence Office in Nauru led by a Country Development Manager. The Joint Presence office focuses on assisting the UN to strengthen collaboration and to better respond to needs identified at country level by working with key Government and Non-Government partners. On a regular basis the Project Manager will inform the Country Development Manager about progress including provide copies of progress reports.

## V. RESULTS FRAMEWORK

### Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:

(Sub-regional programme outcome 4 (UNDAF outcome 1.1)): Improved resilience of PICTs, with a particular focus on communities, through the integrated implementation of sustainable environmental management, climate change adaptation and/or mitigation and disaster risk management

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

i) Share of budget resources earmarked for environmental sustainability, disaster risk management, climate change adaptation and mitigation; ii) share of population with sustainable access to improved water sources and to renewable energy (disaggregated by gender and age); and iii) area protected to maintain biological diversity

**Applicable Output(s) from the UNDP Strategic Plan:** i) Output 1.4. Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented; and ii) Output 1.5. Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy)

### Project title and Atlas Project Number: Enabling the Implementation of the Nauru Energy Road Map

Project Outcome: An enabling environment for NERM implementation.

Indicators: 1) CIE annual budget allocation from Government budget; and 2) Status of Government energy administration.

Baseline: 1) AUD 448,966 (2012-2013); and 2) No unit within Government dedicated to energy sector planning and development (2009).

[Reference: NERM monitoring plan, page 98.]

Targets: 1) TBD; and 2) Established unit (or equivalent) within Government dedicated to energy sector planning and development by 2017.

[Reference: NERM monitoring plan, proposed target.]

EXPECTED OUTPUTS (ATLAS Activities)	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	
Output 1 - Energy Unit, DCIE established and operational	1.1 Number of new Public Service administrative entities	Government Gazette	0	2016	0	1	Data collection method: Reporting
	1.2 Number of new Public Service positions	Government Gazette	0	2016	0	1	Data collection method: Reporting

<b>Output 2 - Energy</b> sector wide legislation and regulations for residential solar PV systems established (this will include establishing data protocols and mandating the Energy Unit to be provided with data and information during the project lifetime and beyond)	2.1 Number of new primary legislation (acts) related to the energy sector	Policy Paper, DJBC Drafting Instructions, Bill, DJBC Certificate of Endorsement, Cabinet paper, Act, RONLAW, Government Gazette	0	2016	0	1	Data collection method: Reporting A risk is that Nauru's online legal database ( <a href="http://ronlaw.gov.nr/">http://ronlaw.gov.nr/</a> ) is not accessible or functioning
	2.2 Number of new secondary legislation (regulation) related to residential solar PV	Policy Paper, Draft subsidiary legislation, Cabinet paper, RONLAW, Government Gazette	0	2016	0	1	Data collection method: Reporting A risk is that Nauru's online legal database ( <a href="http://ronlaw.gov.nr/">http://ronlaw.gov.nr/</a> ) is not accessible or functioning
<b>Output 3 -Technical</b> standards developed or adopted for residential solar PV systems	3.1 Number of new technical standards (specification, test method, practice/procedure and/or guide) developed or adopted	Formal technical standard documents, NUC records	0	2016	0	3	Data collection method: Reporting
	<b>Output 4 - Capacity</b> developed on new energy legislation and regulation and technical standards for residential solar PV systems	4.1 No. of people trained	Training workshop reports	0	2016	0	50
<b>Effective Project</b> <b>Management</b>	5.1 Ratio of planned/completed activities per quarter	Quarterly work plan, quarterly progress report	N/a	2016	75%	80%	Data collection method: Reporting
	5.2 Ratio of budget/actual expenditures per annum	Annual work plan, Combined Delivery Report (CDR)	N/a	2016	85%	90%	Data collection method: Reporting

## 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:

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	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.	DCIE, UNDP	
<b>Monitor and Manage Risk</b>	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.	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.		
<b>Learn</b>	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.		
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the Project Board and used to make course corrections.	DCIE, Ministry of Finance, UNDP, GIZ	
<b>Project Report</b>	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 log with mitigation measures,	Annually, and at the end of the project (final report)			

	and any evaluation or review reports prepared over the period.	Annually	Any quality concerns or slower than expected progress should be discussed by the Project Board and management actions agreed to address the issues identified.	DCIE, Ministry of Finance, UNDP, GIZ
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., Project Board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.			

### Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Internal mid-term Review	UNDP, GIZ	Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy)	Improved resilience of PICTs, with a particular focus on communities, through the integrated implementation of sustainable environmental management, climate change adaptation and/or mitigation and disaster risk management	13 months after project start date	DCIE, Ministry of Finance, NUC, UNDP, GIZ	GIZ
Independent terminal evaluation		Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy)	Improved resilience of PICTs, with a particular focus on communities, through the integrated implementation of sustainable environmental management, climate change adaptation and/or mitigation and disaster risk management	23 months after project start date	DCIE, Ministry of Finance, NUC, UNDP, GIZ	GIZ

## VII. MULTI-YEAR WORK PLAN <sup>22</sup>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET			
		Y1	Y2		Funding Source	ATLAS Budgetary Account Code, Budget Description	Amount (USD)	Amount (EURO)
<b>Output 1 -</b> Energy Unit, DCIE established and operational	1.1 Prepare structure of the energy section/unit, DCIE including organigram and job descriptions	X		Local consultant, Project Manager, DCIE	GIZ	71300 Local consultant – Short term – technical	5000	4780
	1.2 Minister (via Cabinet) establish the energy section/unit, DCIE	X		Cabinet			0	0
	1.3 Prepare TOR for Technical Working Group on Energy	X		Project Manager, DCIE			0	0
	<b>Sub-Total for Output 1</b>						<b>5,000</b>	<b>4,780</b>
<b>Output 2 -</b> Energy sector wide legislation and regulations for residential solar PV systems established	2.1 Undertake legislative gap analysis (vis-à-vis NERM implementation)	X		International consultant	GIZ	71200 International consultant – Short term – technical	15153	14486
	2.2 Draft primary and secondary legislation for residential solar PV systems including data protocols		X	DJBC			0	0
			X	International consultant	GIZ	71200 International consultant – Short term – technical	15000	14340
	2.3 Undertake consultations including community level as well as a Gender Survey and Assessment		X	DCIE, DJBC	GIZ	74500 Miscellaneous	10000	9560
2.4 Parliament deliberate and enact legislation		X	Parliament				0	0
<b>Sub-Total for Output 2</b>							<b>40,153</b>	<b>38,386</b>
<b>Output 3 -</b> Technical standards	3.1 Review existing available technical standards and adopt and/or prepare relevant technical standards for Nauru	X		International consultant, NUC	GIZ	71200 International consultant – Short term – technical	15000	14340

<sup>22</sup> 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.

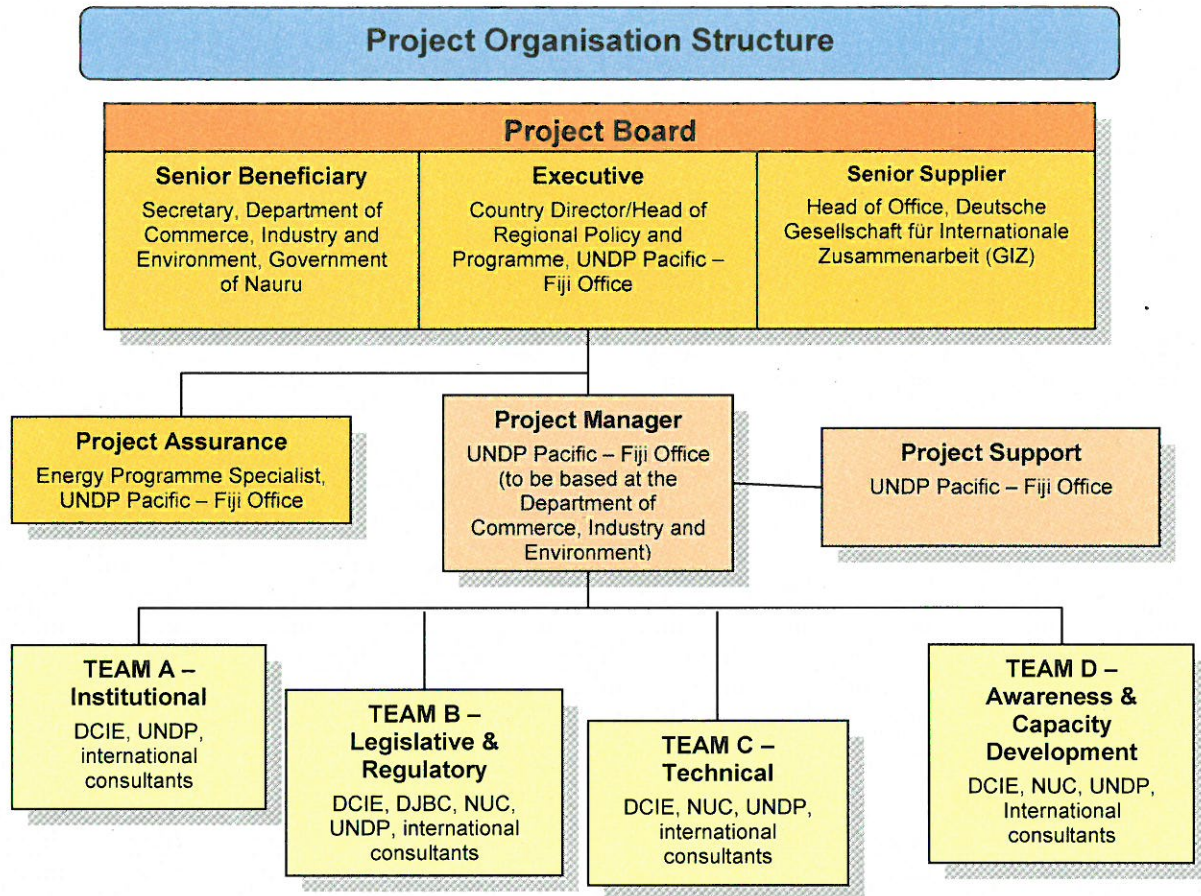
developed or adopted for residential solar PV systems	3.2 Undertake consultations	X		International consultant, Hospitality service provider	GIZ	74500 Miscellaneous	5000	4780
	<b>Sub-Total for Output 3</b>						<b>20,000</b>	<b>19,120</b>
Output 4 - Capacity developed on new energy legislation and regulation and technical standards for residential solar PV system	4.1 Prepare training materials and undertake training		X	International consultant, NUC	GIZ	71200 International consultant – Short term – technical	10000	9560
			X	Hospitality service provider	GIZ	74500 Miscellaneous	5000	4780
	<b>Sub-Total for Output 4</b>						<b>15,000</b>	<b>14,340</b>
Output 5 – Effective Project Management	5.1 Project Manager	X	X	UNDP	GIZ	71400 Contractual Services	25062.49	23959.74
	5.2 One laptop PC for the UNDP Project Manager	X		UNDP	GIZ	72200 Equipment and Furniture	2000	1912
	5.3 One laptop PC for the GIZ In Country Coordinator	X		UNDP	GIZ	72200 Equipment and Furniture	2000	1912
	5.4 Office supplies for the UNDP Project Manager	X	X	UNDP	GIZ	72500 Supplies	2500	2390
	5.5 Office supplies for the GIZ In Country Coordinator	X	X	UNDP	GIZ	72500 Supplies	2500	2390
	5.6 Office table for the GIZ In Country Coordinator	X		UNDP	GIZ	72200 Equipment and Furniture	1000	956
	5.7 Local travel for the UNDP Project Manager	X	X	UNDP	GIZ	71600 Travel tickets - local	5319.7	5085.63
	5.8 Local travel for the GIZ In Country Coordinator	X	X	UNDP	GIZ	71600 Travel tickets - local	5319.7	5085.63
	5.9 Audit		X		GIZ	71200 International consultant – Short term – technical	6000	5736
	5.10 Mid-term review		X	UNDP, GIZ	GIZ	71600 Travel tickets international	5000	4780
	5.11 Independent terminal evaluation		X	International consultant	GIZ	71200 International consultant – Short term – technical	10000	9560

				X	International consultant	GIZ	71600 Travel tickets - international	5000	4780	
		X		X	UNDP	GIZ	72400 Communication & Audio Visual Equipment	4457	4260	
		X		X	UNDP	GIZ	74500 Miscellaneous (Direct Project Costs)	26850	25668	
		<b>Sub-Total for Output 5</b>							<b>103,009</b>	<b>97,519</b>
<b>General Management Support</b>							Fees for General Management Services	12,821.31 (7%)	12257.17 (7%)	
<b>TOTAL</b>								<b>195,983.28</b>	<b>186,402.17</b>	

Exchange rate: 0.956 (26<sup>th</sup> January 2017)



## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The governance and management arrangements are illustrated in the diagram above, elaborated in the text below and detailed in the annexes for the Project Board, Manager, Support and Assurance respectively.

### 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 Resident Representative. 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: