X. ANNEXES

1. Social and Environmental Screening Template

Project Information

Project Information	
1. Project Title	Low Emission Capacity Building Programme Phase II - Vanautu
2. Project Number	00097731
3. Location (Global/Region/Country)	Vanuatu

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
The project supports the meaningful participation and inclusion of all stakeholders, during the design, implementation and monitoring of the project. They will participate to capacity development activities and the project will support the development of an enabling environment conducive to the participation of stakeholders in the management of natural resources. This approach is consistent with the participation and inclusion of human rights principle.
During the project formulation, consultation sessions and meetings have been conducted with key stakeholders to exchange experience and knowledge and to assess the baseline of the project. It is anticipated that these consultations, cooperation and coordination efforts during the formulation of the project will prove to be effective in generating efficient and effective stakeholder engagement during project implementation. Such consultations also assure that the interest of potentially marginalized individuals and groups are taken into account in the implementation. The approach for stakeholder engagement is consistent with a human rights-based approach to development programming. The capacities of project beneficiaries (rights holders) will be strengthened for each specific project outcome indicators through institutional arrangements that will be established through the project. In addition, specific project outcome indicators will strengthen the capacities of government (i.e. the duty bearers) through implementation of institutional frameworks.
Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment
Gender sensitivity and gender considerations have been taken into account in the formulation of the project; proposing gender sensitive approaches where needed, including the need to pay attention to gender equality. Every effort will be made to incorporate gender issues in the implementation of this project. Roles of men and women to participate in activities of the project will be equally assigned without any discrimination. The project will take steps to ensure that women account for at least 40% of all training and capacity building in the project. Moreover, the project will strengthen data collection and monitoring programmes – gender segregation of data collection and monitoring will be introduced as a basis for ensuring long-term gender benefits. This gender inclusive project – which is part of the UNDAF 2013-2017 – will foster gender equality in environmental management and women's

empowerment and participation in environmental management. This approach will facilitate a focus on gender-based environmental issues and gender-based solutions.

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

The project will build upon the institutional capacities that were established through the national communications and other climate change mitigation and adaptation initiatives and provide continued assistance to Vanuatu in meeting its commitments under the NDCs. This is in accordance with its commitments as a non-Annex 1 Party (as mandated by Article 4 and 12 of this Convention and COP 16 and 17 decisions). The project will also strengthen the technical and institutional capacities of relevant line ministries within Vanuatu to develop NDC implementation roadmap including MRV and NAMA feasibility studies. Through the project, Vanuatu intends to initiate the preparatory activities for moving from INDCs to Nationally Determined Contributions (NDCs). Vanuatu is interested in development of a road map and an implementation plan, an accompanying institutional framework and stakeholder capacity building for revising the INDCs to NDCs for subsequent implementation of the mitigation contributions upon receiving the conditional finance, technology and capacity building support as indicated in the submitted INDC. The project will also increase the national technical and institutional capacities and assisting the Government to integrate climate change issues into sectoral and national development priorities.

The project is well aligned with the UNDAF 2013-2017, particularly the "environmental management, climate change and disaster risk management" programme area through strengthening the national capacity to manage environmental information. It will provide better environmental information to stakeholders to make better decisions and to better monitor the environment. The project is also well aligned with the Priorities and Action Agenda for Vanuatu (PAA) 2006 – 2015 and the National Sustainable Development Plan (NSDP) 2016 – 2030; considering that the latter will strengthen the national environmental priorities for the next 15 years by establishing the environment as one of the three pillars of sustainable development in Vanuatu. Through the various components and thematic working groups, the project will contribute to strengthening the coordination between key sectors to address climate change adaptation and mitigation.

There are no environmental risks involved with the implementation of this project.

Part B. Identifying and Managing Social and Environmental Risks

Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments
QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses)*	QUESTION 3: What is the level of significance of the potential social and environmental risks? *Note: Respond to Questions 4 and 5 below before proceeding to Question 6*	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)?	*Description of assessment and 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.*
Risk 1: None	I =	N/A	N/A
	N/A	N/A	N/A

	P =		
Risk 2 : None	I = P =	N/A	N/A
Risk 3: None	I = P =	N/A	N/A
Risk 4: None	I = P =	N/A	N/A
[add additional rows as needed]			

QUESTION 4: What is the overall Project risk categorization?

		Comments
Select one (see SESP for guidance)		
Low Risk	☐	Low risk
Moderate Risk	☐	
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	☐	

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? [6]	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. Are there measures or mechanisms in place to respond to local community grievances?	No
6. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
7. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
8. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
9. 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
3. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions 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_	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	

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[6] 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.

Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
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*	NO
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?	No
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)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
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*	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
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 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.*	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant[7] 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		

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[7] In regards to CO_2, '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.]

3.1	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
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?[8]	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

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[8] 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.

6.3	Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?	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
6.4	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.5	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
6.6	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.7	Would the Project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?	No
6.8	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

2. Risk Analysis. Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Non- availability of data and information required for NDC roadmap, MRV system and NAMA feasibility study and poor absorptive capacity of stakeholders	During design	Technical Resources	Results in improper assessments and development of inappropriate outputs P = 2 I= 2	Carry-out extensive consultations with stakeholders during inception phase and incorporate their feedback during implementation of project activities	Project Coordinator	N/a	N/a	N/a
2	Project Management	During design	Resources & Management	Affects the project implementation, operation and long term sustainability P = 2 I= 3	Include project management as part of the department's annual work plan and allocate appropriate resources	Project Board & Project Coordinator	N/a	N/a	N/a
3	Institutional capacity at all levels of GoV and stakeholders insufficient to adequately manage project activities	During design	Resources & management	Impacts the long term sustainability of project activities P= 2 I = 3	Allocating appropriate project and Government resources in institutional strengthening, training and capacity building	Project Board & Project Coordinator	N/a	N/a	N/a

4	Political change	During design	Political	Change in political leadership can result in the new administration not being supportive of the project P = 2 I = 2	The following will facilitate that the project will survive changes in government: i) raise the project profile and advocate for project benefits right from the outset; ii) involve key national and local stakeholders including update on progress regularly; and iii) engage key national and policy stakeholders in activities. In addition the fact that development partners such as UNDP support the project financially will mitigate this risk.	Project Coordinator	N/a	N/a	N/a
5	No or limited coordination with other relevant national and regional projects	During design	Organizational	Can lead to duplication of efforts and associated inefficiencies. P = 2 I = 3	The project will work diligently and proactively to arrange appropriate complementary and joint activities and where relevant develop practical follow-up activities.	Project Manager	N/a	N/a	N/a

3. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

During the formulation of two GEF/UNDP projects (the NAPA formulation and CB2/CCCD) in 2014, a Fiji-based independent audit firm (Ernst & Young) conducted a micro-HACT assessment of the Department of Environmental Protection and Conservation (DEPC) of the Ministry for Climate Change (MCC). The purpose of the micro-HACT assessment was to review the existence and functioning of DEPC's internal control of receipts, recording and disbursement of cash transfers, identify any potential risk areas, and determine compliance with the Harmonized Approach to Cash Transfer (HACT). The 2014 assessment is still valid and the scope also represents the capacity of the Ministry of Climate Change. The two main objectives of the assessment are:

- Capacity Development Objective: to review the strengths and weaknesses of DEPC's financial management system. The assessment would include a recommendation to strengthen less robust areas and also to feed the information gathered into the overall capacity development plan; and
- Financial Management Objective: to help the UN agencies identify the most appropriate assurance methods and best procedure to use for transferring cash.

The assessment was based on the UNDG HACT Framework Micro-Assessment methodology that covers the following aspects: the implementing partner; flow of funds; organizational structure and staffing; accounting policies and procedures; internal audit; financial audit; report and monitoring; information system; and procurement. Using a pre-approved questionnaire, the following interviews and reviews were undertaken: interviews with relevant staff; reviews of the DEPC current practices, procedures and policies, implementing accounting system, and templates for record-keeping and reporting.

The overall risk rating of the Capacity Development and Financial Management was considered low. For this reason, the Vanuatu LECB Phase II project will be implemented through a 'NIM' approach. UNDP will provide implementation support services if this is deemed necessary by the Ministry of Climate Change. Should this be the case, a Letter of Agreement (LoA) will be signed by UNDP and the Ministry of Climate Change. The total cost for such implementation support services is included in the budget as 'direct project costs'.

4. **Project Board Terms of Reference and TORs of key management positions**

a. **Project Board**

Overall responsibilities[9]: 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[10] 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 PM tolerances (normally in terms of time and budget) have been exceeded.

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[9] Source: Guidelines on UNDP Implementation of UNDAF Annual Review Process

[10] UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective 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. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, that of UNDP shall apply.

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[11] 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;

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[11] Depending on its composition, the Outcome Board can fulfill the function of the Project Appraisal Committee (LPAC)

- 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 below. 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 the section below)

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

b. National Project coordinator

As noted, The NDC implementation and NAMA feasibility study project activities are envisaged to be implemented and coordinated under the auspices of Ministry of Climate Change (MCC) utilizing the institutional arrangements for TNC and FBUR project. The Project Co-ordinator/ for the project is envisaged to play a similar role as National Project coordinator for this project.

1. Scope of Work

The Project coordinator will manage the project on a day-to-day basis and is accountable to the executing agency for the planning, management, quality control, timeliness and effectiveness of the activities carried out, as well as for the use of funds. The Project coordinator will ensure the regular monitoring and feedback from activities already under implementation.

The Project coordinator will be located within the PMU. The Project coordinator will work closely with the UNFCCC focal point, the Technical Groups and the PSC.

2. Duties and Responsibilities

The Project coordinator will have the following duties:

- a) Work closely with the PMU in implementing of the climate change enabling project as appropriate in a timely manner;
- b) Ensure proper and effective management of all project activities;
- c) Prepare a detailed work plan and budget for the project implementation;
- d) Organise and supervise the workshops and trainings needed for the project;
- e) Identify, hire and provide subcontracts in consultation with the Manager, Climate Change
- f) Prepare and submit to UNDP and the PMU quarterly narrative and financial reports;
- g) Coordinate and oversee the preparation of the outputs of the project;
- h) Ensure effective communication and adequate information flow with the relevant authorities, institutions and government departments in close collaboration with the Technical groups and PSC;
- i) Liaise with relevant institutions in order to involve their staff in projects and disseminate information relevant to the project;
- j) Ensure appropriate stakeholder participation in the project implementation and coordinate the work of all stakeholders under the guidance of the MCC and NAB and in consultation with the UNDP office;
- k) Ensure that information is available to the PSC about all Government, private and public sector activities, which impact on capacity development;
- l) Maintain and establish additional links with other related national and international programs and other Enabling Activities and other national projects;
- m) Prepare the Terms of Reference for consultants and experts in consultation with the Manager of Climate Change and ensure their timely hiring;
- n) Guide the work of consultants and experts and oversee compliance with agreed work plan and timely completion of tasks;
- o) Organize and coordinate the procurement of services and goods under the project;
- p) Coordinate, manage and monitor the implementation of the project activities/tasks undertaken by the various technical working groups, local experts; consultants, sub-contractors and co-operating partners;

q) Assume overall responsibility for the proper handling of logistics related to all project workshops and events;

r) Manage the Project finance, oversee overall resource allocation and where relevant submit proposals for budget revisions with the help of the UNDP officer;

s) Undertake any other actions related to the Project as requested by the PMU and UNDP.

t) Serve as secretary to the PSC as it relates to climate change activities, projects and programmes;

u) Prepare periodic progress reports and present to PSC members;

v) Summarise the results of the project;

w) Initiate and mobilize resources for the potential follow up activities.

3. Qualifications and Skills

a) Advanced University degree (Bachelors or Masters Level) in fields related to climate change, environmental sciences, natural resources or any other related disciplines.

b) Minimum of 5 years of working experience in the area relevant to the project;

c) Substantial involvement in the preparation of the national climate change mitigation action plans and programmes;

d) Demonstrated ability in managing projects, and in liaising and cooperating with all project stakeholders including government officials, scientific institutions, NGOs and private sector;

e) Familiarity with international organizations operations and structure;

f) Substantial experience in Government and in interdepartmental procedures;

g) Familiarity with international negotiations and processes under the UNFCCC;

h) Fluent written and oral communication in Bislama and English;

i) Strong communications and interpersonal skills;

j) Excellent computer knowledge (MS Office, Internet); and

k) Vanuatu citizenship.