

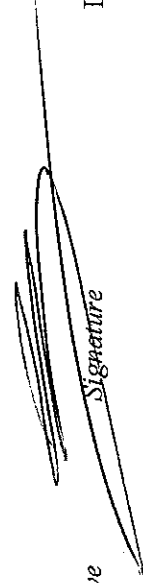


**INITIATION PLAN TEMPLATE**  
**FOR A GEF PROJECT PREPARATION GRANT (PPG)**

<p><b>Project Title:</b> “Enabling Countries of the transboundary Syr Darya Basin to make sustainable use of their groundwater potential and subsurface space with consideration to climate variability and change.”</p> <p><b>Country:</b> Kazakhstan, Kyrgyzstan, Tajikistan</p> <p><b>Expected CP Outcome(s)/Indicator (s):</b> Environmental sustainability, focused on the sustainable management of natural resources; mitigation and adaptation to climate change; and preparedness for natural and man-made disasters</p> <p><b>Initiation Plan Start Date:</b> 1st July 2013</p> <p><b>Initiation Plan End Date:</b> 30th June 2014</p>	<p><b>Total budget:</b> US\$220,000</p> <p><b>Allocated resources:</b></p> <ul style="list-style-type: none"><li>• GEF US\$100,000</li><li>• Government US\$100,000</li><li>• UNDP US\$20,000</li></ul>
<p><b>CPAP Programme Component:</b> Environmental Sustainability</p> <p><b>ATLAS Project Award:</b> 00074291</p> <p><b>ATLAS Project ID:</b> 00086759</p> <p><b>PIMS Project ID:</b> 4984</p> <p><b>Management Arrangement:</b> DIM</p>	

AGREED BY UNDP RESIDENT REPRESENTATIVE

Stephen Tull,  
Resident Representative

  
Signature

8/27/13  
Date: day/month/year

#### **A. Brief Description of Initiation Plan:**

During the initiation plan period, a number of studies and stakeholder consultations will be undertaken with the view to further develop the approved project concept (see GEF PIF attached in Annex 1) into a fully formulated project document. The final output of the initiation plan will be a UNDP-GEF project document and GEF CEO endorsement template ready for submission to UNDP and GEF.

The project preparatory grant (PPG) is to prepare a full-sized project "Enabling Countries of the transboundary Syr Darya Basin to make sustainable use of their groundwater potential and subsurface space with consideration to climate variability and change" for a regional UNDP/GEF project in International Waters focal area.

The overall goal of the full sized project is to demonstrate the role of groundwater and subsurface space in coping with increased climate variability and change, balancing water uses, and improving overall sustainability and cooperation in complex transboundary contexts, such as the Syr Darya Basin. The project will help to demonstrate the opportunities for enhanced sustainability that may be derived from the integration of consideration of aquifers, climatic variability and change, and gender mainstreaming into foundational, capacity building processes.

The project in fact will build the foundations for integrated joint surface and groundwater management in the Syr Darya basin, a transboundary region characterized by patterns of intensive and different or unbalanced uses of water resources resulting in shallow groundwater over-extraction, saline intrusion, and pollution of groundwater supplies and significant ecological and economic damage, reduced livelihoods for the poor, and increased tensions among downstream States. These impacts become exacerbated with increasing climatic variability. Use of water resources management plans/policies at the basin level integrating both surface and groundwater consistent with WSSD targets has been identified as an answer to balancing uses of water resources and inform tradeoffs. An enabling environment for action will be created through the development of a full fledged Transboundary Diagnostic Analyses for groundwater with special consideration of climate variability and change, stakeholder participation, building of future water scenarios and shared visions, testing of innovative practices and technologies. These enabling activities also focus on capacity building and technical assistance for legal and institutional aspects of multi-level governance reforms needed not only at the transboundary level but also at the sub-basin, national, and local levels.

This objective will be achieved through the following outcomes:

- (i) Enhancing knowledge and resources assessment capacity
- (ii) Providing Tools for Managing Groundwater Resources
- (iii) Managing Subsurface Space
- (iv) Fostering Policy Dialogue on Groundwater Management
- (v) Dissemination and Communication

UNDP Kazakhstan will lead the project development process and manage the PPG budget under the supervision of the UNDP GEF Bratislava Regional Coordination Unit (RCU). The PPG Atlas budget is presented in the Section C. "Total Budget and Work Plan".

Stakeholders consultation workshop will be conducted during first 2 months of the PPG implementation. The purpose of the workshop will be to introduce all partners, to plan for the project preparation activities, to review the TORs for key experts/consultants and analyze information gaps, to agree on the project coordination mechanisms.

The work under the PPG will be conducted by a team of short-term national and international consultants hired and supervised by UNDP Kazakhstan and BRC and funded by GEF. In addition, the Governments, UNDP and other donor programs, listed below will provide in-kind contribution to the PPG in the form of ensuring access to necessary expertise, documents and facilities.

During the first month of the PPG respective UNDP programme staff will develop a detailed terms of reference for team of consultants, based on PPG request document. Afterwards, advertisement and recruitment process will be conducted and the work will be undertaken by selected experts in accordance with the agreed time schedule. Last three months of the PPG UNDP together with the Governments will work on compilation of all materials, drafting of full-sized project proposal and submission of the project document to GEF.

## **B. Project preparation activities:**

The PPG will start in July 2013 and last until the end of June 2014. The major output of the PPG will be the developed full-sized project document, which will be attained through implementing three components:

1. Identification, Design and Consensus on Project Activities
2. Institutional arrangements, monitoring and evaluation
3. Financial planning and co-financing investments

### **A. Component 1: Identification, Design and Consensus on Project Activities**

The PPG phase will support the background preparatory work needed to gather more detailed information in order to refine the design of the project activities and to identify the requirements for their implementation. The purpose of the PPG will be to tailor the project design to meet the immediate needs of the water community, as well as the coastal nations and their institutions but also to plan a sustainable long term future for the IW Global Governance from the outset, in promoting IWRM, groundwater consideration, and international cooperation in Central Asia, an initiative to integrate groundwater, including transboundary groundwater, into water management practices and policies in the Syr Darya Basin as a demonstration of the important role of groundwater and subsurface space in coping with increased climate variability and change, balancing water uses, and improving overall sustainability and cooperation in complex transboundary contexts. There are included following tasks:

- I. Baseline studies.
- II. Studies to address any opportunities/risks identified during an environmental and social screening of the project proposal.
- III. Identification of specific sites for intervention
- IV. Integration with development plans, policies, budgets and complementary projects.
- V. Stakeholder consultations during technical review: Mobilize and engage stakeholders during project design. Negotiate partnerships with on-going projects to align their activities and the project to build synergies. Document these consultations.

### **B. Component 2: Institutional arrangements, monitoring and evaluation**

The outputs of Component 2 will be used as technical input to Component 2 for the formulation of the UNDP-GEF project document.

- I. Finalization of project results framework: Further define the results framework with appropriate objective-level and outcome-level quantitative and qualitative SMARTER! **Bookmark not defined.** indicators, and end-of-project targets. Special attention will be made to include socio-economic and sex disaggregated indicators.

- II. Definition of monitoring and evaluation (M&E): A detailed M&E work plan will be developed, including clear identification of responsibilities and accountabilities, as well as an appropriate M&E budget. The plan will be based on the standard template provided in the UNDP-GEF project document template that reflects the mandatory requirements of the GEF M&E Policy.
- III. Define sustainability plan: The sustainability plan will outline the principles and guidelines for ensuring the long-term sustainability of project achievements. It will also outline an exit strategy, seeking the continuation of key activities/achievements without the need of long-term international financing.
- IV. Definition of management arrangements: The organisational structure governing the project will be decided. This will include identification of the project board.
- V. Stakeholder consultations during Component 2: Involve key agencies in the development of the project strategy to ensure a strong national ownership. In close collaboration with key government representatives and other stakeholders ensure full participation in the development of the project results framework and ensure agreement on the project objectives and outcomes. Undertake consultations to secure agreement(s) on project implementation arrangements, including roles, responsibilities, and accountabilities of lead and partner agencies. Document these consultations.

C. Component 3: Financial planning and co-financing investments:

- I. Prepare a detailed multi-year budget following the standard template provided in the UNDP-GEF project document template that reflects the mandatory requirements of the GEF M&E Policy.
- II. ~~Explore multilateral and bilateral co-financing opportunities: Undertake series of consultations with partners to ensure a coherent and sustainable financing package for the project including post- GEF grant phase.~~
- III. Ensure completion of required official endorsement letters: An official endorsement letter will be prepared by the GEF Operational Focal Point of the Government. A co-financing guarantee will be collected from participating government institutions, bilateral development partners, multilateral development partners and NGOs who wish to provide cash or in kind contributions to the project.
- IV. Stakeholder consultations during Component 3: The PPG component will finance activities to identify partners to both co-finance and support the implementation of project activities. The PPG will organize a donor consultation event, during the middle of implementation, which will introduce the project to additional partners with a view to secure co-financing for it. Various institutions have already expressed a strong desire to partner on specific project activities and it may be possible to realize additional co-financing with such efforts. While these efforts will build upon the existing partnerships and synergies that have already been established with institutions on the global scale, it will be necessary achieve these agreements during the PPG in a clear and transparent manner to avoid confusion between partners. Budget and work plan for the project will be developed within this component.

C. Total Budget and Work Plan:

Award ID:	00074291
Award Title:	SyrDarya
Business Unit:	KAZ
Project Title:	Enabling Countries of the transboundary Syr Darya Basin to make sustainable use of their groundwater potential and subsurface space with consideration to climate variability and change
Project ID:	00086759
Implementing Partner (Executing Agency)	UNDP

GEF Outcome/Atlas Activity	Responsible Party/	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount US\$			
Project preparation grant to finalize the UNDP-GEF project document for project "Enabling Countries of the Darya Basin to make sustainable use of their groundwater potential and subsurface space with consideration to climate variability and change"	UNDP	62000	GEF TRUSTEE	71200	International Consultants	24,000			
				71300	Local Consultants	40,000			
				71600	Travel	25,000			
				72500	Supplies	500			
				74500	Miscellaneous Expenses	500			
				75700	Trainings	10,000			
				TOTAL		100,000			
				GOVERNMENT				In-kind contribution	100,000
				UNDP				In-kind contribution	20,000
				TOTAL BUDGET	220,000				

Annex 1: GEF CEO PIF approval letter



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Naoko Ishii, PhD  
Chief Executive Officer and Chairperson

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[www.TheGEF.org](http://www.TheGEF.org)

April 24, 2013

Ms. Adriana Dima  
Deputy GEF Executive Council member  
United Nations Development Programme  
New York, NY 10017

Dear Ms. Dima:

I am pleased to inform you that the following submission is CEO cleared/approved and will be funded by the GEF Trust Fund:

Approval Stage:	Project Identification Form (PIF) Clearance for Work Program Inclusion and Project Preparation Grant (PPG)
GEF SEC ID:	5101
Agency ID:	4984 (UNDP)
Agency/ies:	UNDP
Project Type:	Full Size Project
Country/ies:	Regional (Kyrgyz Republic, Kazakhstan, Tajikistan)
Name of Project:	Enabling Country of the Transboundary Syr Darya Basin to Make Sustainable Use of their Ground Water Potential and Subsurface Space with Consideration to Climate Variability and Change
Indicative GEF Project Grant:	\$3,500,000
Indicative Agency Fee:	\$332,500
PPG Grant:	\$190,000
PPG Agency Fee:	\$9,500

*\* One of the above mentioned Agency for annual Tranche will receive the full tranche (100%) of the Agency for which is \$332,500 of the total of Co-trustee approved of the work programs. The so and tranche (100%) of the Agency for which is \$190,000 will be committed at the time of CEO endorsement of the PIF.*

This PIF clearance and PPG approval are subject to the comments made by the GEF Secretariat in the attached document. It is also based on the understanding that the project is in conformity with GEF focal areas strategies and in line with GEF policies and procedures. The final project document should be submitted for endorsement no later than 15 months after Council approval of the work program.

Sincerely,

Naoko Ishii  
Chief Executive Officer and Chairperson

Attachment: GEF/SEC Project Review Document  
Copy to: Country Operational Focal Point, GEF Agencies, STAP, Trusstee



25 June 2013

Dear Mr. Tull,

**Subject: Project Preparation Grant: "Enabling Countries of the transboundary Syr Darya Basin to make sustainable use of their groundwater potential and subsurface space with consideration to climate variability and change." - PIMS No. 4984 - ATLAS BU: KAZ10 - Proposal No.: 00074291 - Project No.: 00086759**

I am pleased to delegate to you the authority to sign the Initiation Plan for the above-mentioned Project Preparation Grant (PPG) on behalf of UNDP, and to commence development of the main project. As per Rule 116.05 of the UNDP Financial Regulations and Rules (Executive Board Decision 2005/1), this document becomes effective when signed by the UNDP/GEF Executive Coordinator and Implementing Partner. The Initiation Plan, which amounts to a total of \$100,000, has received its final approval in accordance with the established GEF procedures (CEO approval letter for the PPG-attached for ease-of-reference).

I am also pleased to provide a summary of the next steps in the process and to outline, for your easy reference, the mandatory GEF-specific project financial and results management requirements. In addition, a number of Advisory Notes have been prepared to support the implementation of UNDP supported GEF funded projects, these and further clarification on the GEF project cycle and requirements, can be found in the UNDP GEF Programming Manual at <http://intra.undp.org/gef>.

**Next steps and mandatory GEF-specific requirements:**

1. Issuance of Authorized Spending Limit (ASL): To facilitate a quick start to the PPG, once the Initiation Plan is signed, please kindly ensure that the Atlas-generated *Annual Work Plan (AWP)* based on the *Total Budget and Annual Work Plan* in the attached document, along with a copy of the signed cover page, is sent to Mr. Vladimir Mamaev, Regional Technical Advisor (RTA) in Bratislava.

Any proposed budget revisions should be forwarded to the UNDP RTA together with a clear explanation of the changes proposed as any significant changes require review and approval. In addition, please note that UNDP/GEF is not in a position to increase the project budget above the amount already approved by the GEF Council. Therefore, any over-expenditure on this project would have to be absorbed by other Country Office resources.

2. GEF-specific project management requirements:

- Any changes contemplated with respect to the project objectives and outcomes will have to be discussed with and approved by the UNDP/GEF RTA, as they will have to be reported to the GEF.

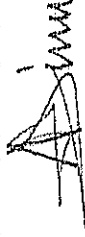
Mr. Stephen Tull  
UN Resident Coordinator/UNDP Resident Representative  
UNDP Kazakhstan

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- The final FSP must be ready by November 30, 2014 as recorded in the Initiation Plan. The Regional Technical Advisor will advise you of the expected timeline for submission of the final proposal for the purpose of internal UNDP clearance prior to submission to the GEF Secretariat.
  - The final submission of the FSP that is prepared with this preparation grant must be accompanied by a "GEF PPG Status Report". The template can be obtained from the UNDP GEF Programming Manual <http://intra.undp.org/gef>
  - This preparatory phase must be operationally completed in Atlas once the main project is endorsed/approved by the GEF CEO. Financial closure should follow within 12 months, but preferably within the same calendar year.
  - Annex 2 includes a number of key UNDP/GEF management performance indicators that aim to improve the efficiency and effectiveness in the oversight and supervision services provided. Performance against these indicators will be monitored on an annual basis.
  - In order to accord proper acknowledgement to the GEF for providing funding, full compliance is needed with the GEF's Communication and Visibility Guidelines (the "GEF Guidelines"). The GEF Guidelines can be accessed at:  
[http://www.thegef.org/gef/sites/thegef.org/files/documents/C\\_40.08\\_Branding\\_the\\_GEF%20final\\_0.pdf](http://www.thegef.org/gef/sites/thegef.org/files/documents/C_40.08_Branding_the_GEF%20final_0.pdf).
- Full compliance is also required with UNDP's branding guidelines. These can be accessed at <http://intra.undp.org/coa/branding.shtml>, and specific guidelines on UNDP logo use can be accessed at: <http://intra.undp.org/branding/useOfLogo.html>.

In concluding, I would like to assure you of UNDP/GEF's and my personal commitment to a successful implementation of the project. The Regional Technical Advisors are at your disposal for advice and technical support. Should you have any concerns or questions, please do not hesitate to contact me.

Yours sincerely,



Adriana Dinu  
Officer in Charge and Deputy Executive Coordinator  
UNDP/GEF

cc: Ms. Cihan Sultanoglu, Assistant Administrator and Bureau Director, RBEC  
Mr. Vladimir Mamaev, UNDP/GEF Regional Technical Advisor Bratislava  
Mr. Stanislav Kim, UNDP/GEF Focal Point, UNDP Kazakhstan

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Annex 1: CEO approval letter for PPG



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Naoko Ishii, PhD  
Chief Executive Officer and Chairperson

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April 24, 2013

Ms. Adriana Dinu  
Deputy GEF Executive Coordinator  
United Nations Development Programme  
New York, NY 10017

Dear Ms. Dinu:

I am pleased to inform you that the following submission is CEO cleared/approved and will be funded by the GEF Trust Fund:

Approval Stage:	Project Identification Form (PIF) Clearance for Work Program Inclusion and Project Preparation Grant (PPG) Approval
GEFSEC ID:	5301
Agency ID:	4984 (UNDP)
Agency(ies):	UNDP
Project Type:	Full Size Project
Country(ies):	Regional (Kyrgyz Republic, Kazakhstan, Tajikistan)
Name of Project:	Enabling Country of the Transboundary Syr Darya Basin to Make Sustainable Use of their Ground Water Potential and Subsurface Space with Consideration to Climate Variability and Change
Indicative GEF Project Grant:	\$3,500,000
Indicative Agency Fee:	\$332,500
PPG Grant:	\$100,000
PPG Agency Fee:	\$9,500

\* Out of the above indicative Agency fee amount, Trustee will commit the first tranche (40%) of the Agency fee which is \$133,000 at the time of Council approval of the work program. The second tranche (60%) of the Agency fee which is \$199,500 will be committed at the time of CEO endorsement of the PPG.

This PIF clearance and PPG approval are subject to the comments made by the GEF Secretariat in the attached document. It is also based on the understanding that the project is in conformity with GEF focal areas strategies and in line with GEF policies and procedures. The final project document should be submitted for endorsement no later than 18 months after Council approval of the work program.

Sincerely,

Naoko Ishii  
Chief Executive Officer and Chairperson

Attachment: GEFSEC Project Review Document  
Copy to: Country Operational Focal Point, GEF Agencies, STAP, Trustee

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Annex 2: Project Support Services

Stage	Country Office <sup>1</sup>	UNDP/GEF
<p><b>Identification, Sourcing/Screening of Ideas, and Due Diligence</b></p>	<p>Identify project ideas as part of country programme/CPAP and UNDAF/CCA.</p> <p>Assist proponent to formulate project idea / prepare project idea paper (e.g. GEF PIF/PPG/PCB).</p>	<ul style="list-style-type: none"> <li>• Technical input to CCA/UNDAPs and CPAPs where appropriate.</li> <li>• Input on policy alignment between projects and programmes.</li> <li>• Provide information on substantive issues and specialized funding opportunities (SOFs).</li> <li>• Policy advisory services including identifying, accessing, combining and sequencing financing.</li> <li>• Verify potential eligibility of identified idea.</li> </ul> <p><i>Technical support:</i></p> <ul style="list-style-type: none"> <li>• Research and development.</li> <li>• Provide up-front guidance.</li> <li>• Sourcing of technical expertise.</li> <li>• Verification of technical reports and project conceptualization.</li> <li>• Guidance on SOF expectations and requirements.</li> <li>• Training and capacity building for Country Offices.</li> </ul>
	<p><i>Appraisal:</i></p> <ul style="list-style-type: none"> <li>• Review and appraise project idea.</li> <li>• Undertake capacity assessments of implementing partner as per UNDP POPP.</li> <li>• Environmental screening of project as and when included in UNDP POPP.</li> <li>• Monitor project cycle milestones.</li> </ul> <p><i>Partners:</i></p> <ul style="list-style-type: none"> <li>• Assist proponent to identify and negotiate with relevant partners, cofinanciers, etc</li> </ul> <p><i>Obtain clearances:</i></p> <ul style="list-style-type: none"> <li>• Government, UNDP, Executing Agency, LPAC, cofinanciers, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide detailed screening against technical, financial, social and risk criteria.</li> <li>• Determine likely eligibility against identified SOF.</li> </ul>
<p><b>Project Development</b></p>	<p><i>Initiation Plan:</i></p> <ul style="list-style-type: none"> <li>• Management and financial oversight of Initiation Plan</li> <li>• Discuss management arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Assist in identifying technical partners.</li> <li>• Validate partner technical abilities.</li> <li>• Obtain SOF clearances.</li> <li>• Technical support, backstopping and troubleshooting.</li> <li>• Support discussions on management arrangements</li> <li>• Facilitate issuance of DOA</li> </ul>

<sup>1</sup> As per UNDP POPP with additional SOF requirements where relevant.

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Stage	Country Office'	UNDP/GEF
	<p><i>Project Document:</i></p> <ul style="list-style-type: none"> <li>• Support project development, assist proponent to identify and negotiate with relevant partners, cofinanciers, etc.</li> <li>• Review, appraise, finalize Project Document.</li> <li>• Negotiate and obtain clearances and signatures – Government, UNDP, Implementing Partner, LPAC, cofinanciers, etc.</li> <li>• Respond to information requests, arrange revisions etc.</li> <li>• Prepare operational and financial reports on development stage as needed.</li> </ul>	<p><i>Technical support:</i></p> <ul style="list-style-type: none"> <li>• Sourcing of technical expertise.</li> <li>• Verification of technical reports and project conceptualization.</li> <li>• Guidance on SOF expectations and requirements.</li> <li>• Negotiate and obtain clearances by SOF</li> <li>• Respond to information requests, arrange revisions etc.</li> <li>• Quality assurance and due diligence.</li> <li>• Facilitate issuance of DOA</li> </ul>
	<p><i>Key UNDP/GEF management indicators/targets for Project Development:</i></p> <ol style="list-style-type: none"> <li>1. Time between PIF approval to CEO endorsement for each project: <ul style="list-style-type: none"> <li>• Target for GEF trust fund project: FSP = 18 months or less, MSP 12 months or less.</li> <li>• Target for LDCF and SCCF: FSP/MSP = 12 months or less.</li> </ul> </li> <li>2. Time between CEO endorsement (or PAC for non GEF funded projects) to first disbursement for each project: <ul style="list-style-type: none"> <li>• Target = 4 months or less</li> </ul> </li> </ol>	
<p><b>Project Oversight</b></p>	<p><i>Management Oversight and support</i></p> <p><i>Project Launch/Inception Workshop</i></p> <ul style="list-style-type: none"> <li>• Preparation and coordination.</li> </ul> <p><i>Management arrangements:</i></p> <ul style="list-style-type: none"> <li>• Facilitate consolidation of the Project Management Unit, where relevant.</li> <li>• Facilitate and support Project Board meetings as outlined in project document and agreed with UNDP RTA.</li> <li>• Provide project assurance role if specified in project document.</li> </ul> <p><i>Annual WorkPlan:</i></p> <ul style="list-style-type: none"> <li>• Issuance of AWP.</li> <li>• Monitor implementation of the annual work plan and timetable.</li> </ul> <p><i>Financial management:</i></p> <ul style="list-style-type: none"> <li>• Conduct budget revisions, verify expenditures, advance funds, issue combined delivery reports, ensure no over-expenditure of budget.</li> <li>• Ensure necessary audits.</li> </ul>	<p><i>Technical and SOF Oversight and support</i></p> <ul style="list-style-type: none"> <li>• Technical support in preparing TOR and verifying expertise for technical positions.</li> <li>• Verification of technical validity / match with SOF expectations of inception report.</li> <li>• Participate in Inception Workshop</li> <li>• Technical input and support to TOR development.</li> <li>• Troubleshooting support.</li> <li>• Support in sourcing of potentially suitable candidates and subsequent review of CVs/recruitment process.</li> <li>• Advisory services as required</li> <li>• Review AWP, and clear for ASL, where relevant.</li> <li>• Allocation of ASLs, based on cleared A WPs</li> <li>• Return of unspent funds to donor</li> <li>• Monitor projects to ensure activities funded by donor comply with agreements/ProDocs</li> <li>• Oversight and monitoring to ensure financial transparency and clear reporting to the donor</li> </ul>

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Stage	Country Office <sup>1</sup>	UNDP/GEF
	<p><i>Results Management:</i></p> <ul style="list-style-type: none"> <li>• Alignment: link project output to CPAP Outcome in project tree in Atlas, link CPAP outcome in project tree to UNDP Strategic Plan Environment and sustainable Development Key Result Area as outlined in project document during UNDP work planning in ERBM.</li> <li>• Gender: In ATLAS, rate each output on a scale of 0-3 for gender relevance.</li> <li>• Monitoring and reporting: Monitor project results, track result framework indicators, and co-financing where relevant. Monitor risks in Atlas and prepare annual APR/PIR report where required by donor and/or UNDP/GEF.</li> <li>• Annual site visits – at least one site visit per year, report to be circulated no later than 2 weeks after visit completion.</li> </ul>	<ul style="list-style-type: none"> <li>• Advisory services as required.</li> <li>• Quality assurance.</li> <li>• Project visits – at least one technical support visit per year.</li> </ul>
	<p><i>Evaluation:</i></p> <ul style="list-style-type: none"> <li>• Integrate project evaluations into CO evaluation plan. Identify synergies with country outcome evaluations.</li> <li>• Arrange mid-term, final, and other evaluations: prepare TOR, hire personnel, plan and facilitate mission / meetings / debriefing, circulate draft and final reports.</li> <li>• Participate as necessary in other evaluations.</li> <li>• Ensure tracking of committed and actual co financing as part of mid-term and final evaluations.</li> <li>• Prepare management response to project evaluations and post in UNDP ERC.</li> </ul> <p><i>Project Closure:</i></p> <ul style="list-style-type: none"> <li>• Final budget revision and financial closure (within 12 months after operational completion).</li> <li>• Final reports as required by donor and/or UNDP/GEF.</li> </ul>	<ul style="list-style-type: none"> <li>• Technical support and analysis.</li> <li>• Quality assurance.</li> <li>• Compilation of lessons and consolidation of learning.</li> <li>• Dissemination of technical findings.</li> <li>• Participate as necessary in other SOF evaluations.</li> </ul>
		<ul style="list-style-type: none"> <li>• Advisory services as required.</li> <li>• Technical input.</li> <li>• Quality assurance.</li> </ul>

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Stage	Country Office <sup>1</sup>	UNDP/GEF
<p><i>Key UNDP/GEF management performance indicators/targets for Project Oversight:</i></p>		
<ol style="list-style-type: none"> <li>1. Each project aligned with country outcomes and UNDP Strategic Plan Environment and Sustainable Development key results, and included in Country Office Integrated Work Plan in the ERBM:               <ul style="list-style-type: none"> <li>• Target = 100%</li> </ul> </li> <li>2. Quality rating of annual APR/PIRs: Once completed and submitted, the quality of each project APR/PIR is rated by an external reviewer               <ul style="list-style-type: none"> <li>• Target = Rating of Satisfactory or above</li> </ul> </li> <li>3. Quality rating of Terminal Evaluations: Once completed, the quality of each terminal evaluation is rated by an external reviewer               <ul style="list-style-type: none"> <li>• Target = Rating of Satisfactory or above</li> </ul> </li> <li>4. Quality of results achieved by project as noted in terminal evaluation: the independent evaluator assigns an overall rating to the project.               <ul style="list-style-type: none"> <li>• Target = Satisfactory or above</li> </ul> </li> </ol>		