

Annex 4:

Phase 2: Supporting the Economic Empowerment of Afghan Women through Education and Training in Kazakhstan, Uzbekistan, and Kyrgyzstan

Terms of Reference: Steering Committee

Overall responsibilities:

The Steering Committee is a decision-making group consisted of a multi-stakeholder board members to review performance-based monitoring and evaluation, and address implementation issues. To ensure UNDP's ultimate accountability, the Steering Committee decisions should be made in accordance with 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 Steering Committee chair, UNDP Resident Representative in Kazakhstan.

Specific responsibilities:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints and general strategy.
- Endorse the next period annual Project plans and budget.
- Address project issues as raised by the Project Manager, UNDP COs in participating countries and other stakeholders.
- Provide guidance and agree on possible countermeasures/management actions to address specific risks.
- Agree on Project Manager's tolerances in the Annual Work Plan (AWP) and annual plans when required.
- Conduct meetings annually to review the Project Progress and provide direction and recommendations/solutions to ensure that the agreed deliverables are produced satisfactorily according to Annual Work Plan.
- Review and approve end project report, make recommendations for follow-up actions; Provide ad-hoc direction and advice for exception situations when Project Manager's tolerances are exceeded.
- Assess and decide on project changes.
- Ensure that there is a coherent project organization 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.

Closing a project

- Assure that all Project deliverables have been produced satisfactorily.
- Review and approve the Final Project Review Report during an end-of-project review meeting to discuss lessons learnt and opportunities for scaling up.
- Commission project evaluation (only when required by partnership agreement).

Terms of Reference: Advisory Board

Overall responsibilities:

The Advisory Board is the consultation body to ensure a wider partners' participation and opinion. Executing its advisory role, the Board will meet on quarterly basis to discuss a specific agenda of project's each quarter delivered and planned activities as well as to authorize any major deviation from the Annual Work Plan. The Advisory Board will be represented by UNDP Country Offices in four participating countries; EU Delegations, Embassies, engaged national and other stakeholders in the host countries (Kazakhstan, Uzbekistan, Kyrgyzstan); as well as project participants' rights holders.

Specific responsibilities:

- Brief on existing updates and concerns related to project implementation.
- Provide an action-oriented set of recommendations on urgent matters.
- Agree on compilation of key issues and to be raised at the Steering Committee.

Important note:

The issues that capture controversial points and recommendations of the Advisory Board will be brought to the attention of the Steering Committee. The Steering Committee, as the primary coordinating authority reserves the right and prerogative to undertake and discharge coherent and integrated decisions for smooth and successful implementation of the action.