

**CLEARANCE PAGE FOR
PROJECT DOCUMENT of [insert TITLE...]
FOR UNDP RESIDENT REPRESENTATIVE APPROVAL**

This is the cover page for the NEW project document. The programme officer in charge of the relevant portfolio will prepare this clearance page, following processes in the swimlane for Project Development. UNDP RR will only sign on the project document with reference to this document which serves as recordings of due diligence.

Project Document Preparation (refer to step 1-5 in the swimlane):			
Action points	Initials by	Date	Note (if applicable)
Draft prodoc. is complete and reflects findings from IP assessment and gender analysis	Team Leader - <i>D. G. S.</i>	11/3/2019	
Reviewed Management arrangement and support services	Operations Manager - <i>[Signature]</i>	11/3/2019	
Reviewed M&E framework, RRF and legal clauses	M&E Officer - <i>[Signature]</i>	11/03/19	
Provided gender situation analysis; Reviewed gender components in RRF, M&E framework and AWP	Gender Officer* - <i>D. G. S.</i>	18 Feb '19	
Checked GMS, cost sharing, TRAC allocation	Finance Manager - <i>[Signature]</i>	7/03/19	

** in lieu of Gender officer since the CO doesn't have one at the moment.*

Pre-PAC* (step 6):			
Action points	Initials by	Date	Note (if applicable)
Pre-PAC organized; Minutes and Comments' matrix reviewed	Team Leader - <i>D. G. S.</i>		N/A
Minutes approved and Comments Matrix cleared	Deputy RR - <i>D. G. S.</i>	28 Feb '19	

PAC (step 7):			
Action points	Initials by	Date	Note (if applicable)
PAC organized and minutes reviewed	Team Leader - <i>D. G. S.</i>	28 Feb '19	
Minutes approved	Deputy RR - <i>D. G. S.</i>	28 Feb '19	

Approval and signing (step 8)			
Action points	Initials by	Date	Note (if applicable)
Prodoc. is complete with recommendations incorporated	Team Leader -		
Project management and human resources cleared (inc. support services detail)	Operations Manager -		
Cost arrangements (inc. Atlas consideration) and RRF cleared	Finance Manager		
Procurement Plan reviewed	Procurement Officer -		
M&E framework, Audit schedule, standard SCAs (MoU, LoA) - BERA clearance for deviation, Env.Social Screening, legal clauses	M&E Officer -		
Gender components in RRF, M&E framework and AWP	Gender Officer -		

*PAC – Project Appraisal Committee

UNDP RR signs the project document



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PROJECT DOCUMENT

Mongolia

Project Title: Activated2030 at #Hub: A Youth Enterprising Lab

Project Number:

Implementing Partner: Industrial Development and Innovation Agency of the Capital City

Start Date: 1 February 2019

End Date: 1 February 2020

LPAC Meeting date: 31 January 2019

Brief Description

The United Nations Development Programme (UNDP), in partnership with The Industrial Development and Innovation Agency of the Capital City (Ulaanbaatar) (IDIA) will work together to develop a suite of products and services aimed at improving the enterprising capabilities of Mongolian youth (15-34 years). The project will build on the exploratory and experimental activities around youth entrepreneurship undertaken by UNDP in 2017 and 2018 and the opening of the Ulaanbaatar Innovation Hub (#Hub) by IDIA in 2018. The collaboration provides an opportunity to advance the parties joint vision of an ‘enterprising and innovative nation’

The core activities of the project will be the design and trial of a suite of products and services aimed at improving the enterprising capabilities of young Mongolians and in turn increasing the number and sustainability of enterprising activities (for profit and not for profit projects) undertaken by young Mongolians. In 2019 the focus will be on the development of an Activation Centre, the design and trial of a four-month enterprising development program, the trial of a social entrepreneurship program and building a platform of stakeholders working on youth economic empowerment through innovation.

Contributing Outcome:

UNDP Country Programme Result:

Outcome 1. Inclusive and sustainable development
“UNDP will promote small-and-medium-sized enterprise development to diversify economic opportunities”, with a “focus on marginalized groups, such as youth and women”

Ulaanbaatar City SDG Roadmap Result:

Outcome 8: “Promote inclusive and sustainable economic growth and provide productive employment opportunities and decent work for all citizens”.

Indicators for goal 8, target 8.5 include:

- Total financing allocated on programs and projects implemented within youth employment support in Ulaanbaatar
- Number of projects implemented within youth employment in Ulaanbaatar
- (see annex 4

Indicative Output(s) with gender marker:

GEN1 (Limited contribution to gender equality)

Total resources required:	USD 175,000	
Total resources allocated:	UNDP TRAC:	USD 80,000
	UNDP RBAP:	USD 10,000
	Government:	USD 37, 880 (MNT100,000,000)
	TOTAL	USD 127, 880
Unfunded:	USD47, 120	

Approved by:

Beate Trankmann

Resident Representative, United Nations Development Programme

I. DEVELOPMENT CHALLENGE

Mongolia has a young population with nearly one in three classified as youth, that is between 15 and 34 years. A significant challenge facing many of these young people is income generation. With the recent economic crises resulting in the fourth largest bailout package in (IMF) history (based on GDP), youth unemployment is nearly 21% (15-24 years, 2016), poverty increased by 37% within two years (2016), and the school-to-work transition for urban Mongolians is up to 2.9 years. Within and outside Mongolia, entrepreneurship is being pursued by many as a means of addressing such challenges and advancing the achievement of the Sustainable Development Goals (SDGs). Whilst there is a vibrant innovation and entrepreneurship ecosystem in Mongolia, many of the projects and activities use international models often with minimal contextualization and results can be slow to have significant impact.

Since mid-2017, UNDP Mongolia has been undertaking activities to understand the entrepreneurial mindset of young Mongolians. The baseline study used the “General Enterprising Tendencies” (GET2) test, to measure the enterprising tendencies of young people in Mongolia. The five enterprising tendencies measured by the GET2 test are: “*need for achievement*”, “*need for autonomy*”, “*creative tendency*”, “*drive and determination*” and “*calculated risk-taking*”. Obtaining a representative sample from youth across the country, several important characteristics were identified. The average overall score of the enterprising tendencies was low to medium. The “need for autonomy” was the lowest scoring factor and “creative tendency” was the highest. Nine out of ten participants are optimistic about their future earning potential. However, nearly one in three agree that within their peers, new ideas are seldom implemented. To complement the digital test, a series of focus groups were held in Ulaanbaatar, where the experience of young Mongolians who identify as an entrepreneur were explored and mapped. This provided essential insights into the barriers facing many young people striving to pursue entrepreneurship in Mongolia.

This work has highlighted the need to support the development of enterprising tendencies and skills in Mongolian youth. Approaching youth income generation through an enterprising lens as opposed to a purely entrepreneurial one, offers an opportunity to address several SDGs and challenges facing young people simultaneously. Improving the enterprising tendencies, skills, behaviors and activities of young Mongolians, can increase income generation choices. Whilst supporting those who pursue self-employment, it also enables those who become employees to be more successful in getting things done and overcoming challenges. Similarly, the five enterprising tendencies are essential in active citizens who can meet their own needs and create sustainable, resilient communities.

During the same period, the Industrial Development and Innovation Agency of Capital City (Ulaanbaatar), established and opened an Innovation Hub, branded #Hub. The objective of the hub is to “Develop new ideas and innovation based startup businesses and build an innovation eco-system in Ulaanbaatar”, which it has identified as “a complex area for youth development”. It plans to do this through four pillars:

1. #hub co-working
2. #hub labs
3. #hub incubator
4. #hub events

In delivering on these four pillars, the #Hub team plans to create and deliver workshops, toolkits and activities designed to improve the understanding, capacity and skills of young people in relation to innovation and entrepreneurship. These activities are aiming to increase the number and success of enterprising activities initiated by young people, as well as diversify the profile of young people engaging with such activities.

This provides a unique opportunity for Ulaanbaatar City and UNDP in Mongolia to come together in partnership to position #Hub as a Youth Enterprising Lab. By combining innovation and experimentation with well-established tools and methods, this partnership offers an opportunity to **drive a transformation in the way entrepreneurship is used in addressing development challenges.**

II. STRATEGY

Aim “Activated2030 at #Hub: A Youth Enterprising Lab” aims to:

1. Improve the “General Enterprising Tendencies” of young people in Mongolia.
2. Facilitate the design and testing of interventions to support youth enterprising activities using innovative methods such as “Behavioral Insights”.
3. Support the development of an innovation and entrepreneurship eco-system in Mongolia with a focus on Social Enterprise.
4. Position Ulaanbaatar City at the center of the innovation ecosystem in Mongolia.

Outputs and key activities

The following provides an outline of the key activities and outputs for 2019. As this project is using a Design Thinking approach to facilitate innovation, it is important 2019 is used as an opportunity to prototype and test activities and methods. Results from these trials will be used to further refine the activities on a continual improvement basis. It is also important that all services and activities are designed by young Mongolian’s with the “Activated2030 at #Hub” team guiding and facilitating the process. This will enable a client centred approach where services are developed by the clients, for the clients, that is young Mongolian’s.

Activation Centre

An important aspect of “Activated2030 at #Hub” will be the creation of a space where young people are encouraged to come to gather information about income generation, innovation and enterprising activities. This will likely be set up inside the ground floor entrance to the #Hub building. With dedicated staff from diverse backgrounds, clients will be able to discuss their ideas and receive advice and information in relation to any enterprising activity, whether that be starting a business, establishing an NGO, initiating and implementing a community project or a project of another nature. They will have access to printed material, be invited to register for relevant upcoming activities and events, provided with links to other appropriate service providers and information sources, and generally be supported with the first stage of their enterprising journey. This will be provided in a welcoming, informal way designed through the application of behavioural insight methods. The purpose of this activity is to encourage young people from a diverse range of socio-economic, educational, language and ethnic backgrounds to engage with #Hub and in doing so engage in enterprising activities. This is a critical factor in creating the diversity and inclusivity necessary to generate a critical mass of people required to drive the transformation needed.

Enterprising Development Program

Using Behavioural Science, enterprising education and other innovative approaches, a four-month Enterprising Development Program will be designed and trialled. At the centre of this program will be a series of micro-classes designed to enhance the capacity, capabilities and skills of young people in relation to enterprising tendencies, mindsets and activities. The micro-classes will be complemented by follow-up meetings and activities. At the end of the program, participants will have worked through a series of stages in the conceptualisation, ideation, and possibly prototyping of an enterprising activity. The focus of the program will be to improve the enterprising capabilities of participants and ideally generate creative solutions to challenges Ulaanbaatar City and Mongolia is facing. Plans are in place to deliver two four-month programs in 2019. The first will see participants design and develop the program which will be trialled by the second cohort. Each cohort will consist of three groups of approximately 10 participants per group. It is expected this program will become a core product offered by #Hub in the future.

Social Entrepreneurship Program

As social enterprise provides a reliable social business model that is used to address environmental and social challenges through the sale of profitable products and services, UNDP Asia-Pacific is supporting the advancement of social enterprise. Therefore, in 2019 ‘Activated2030 at #Hub’ will host a social entrepreneurship program. This will consist of a Social Enterprise Bootcamp style event with a follow-up program designed to support participants in establishing a social enterprise. Unlike the other main activities of the ‘Activated2030 at #Hub’ project, an existing program and curriculum will be applied.

Subject to additional funding

Additional funding is being sought to undertake the following activities.

Enterprising Meetups

A monthly Enterprising Meetup will be held at #Hub. The format and content of the meetups will be experimented with using behavioural insights, enterprise education and other innovative methods. This will provide for the continual iteration and development of the meetups to enable them to have maximum impact. The meetups will provide an opportunity for networking, a forum for knowledge sharing, and the opportunity to explore a diverse range of topics associated with innovation, enterprising activities, income generation and youth empowerment. The goal of each meetup is to provide immediate results and value to the participants.

Unleash - Mongolian Edition

Unleash is a multi-day innovation lab aimed at supporting young people to generate unique solutions to support the achievement of the Sustainable Development Goals. The goal is to bring together the most talented young Mongolians to use creative problem-solving techniques to co-create solutions to the most complex challenges facing the country. Design Thinking provides the framework for the design of possible solutions; hence the process is as important and beneficial for the participants as the possible solutions generated. The young participants are supported, coached and mentored by experts and professionals from a diverse range of sectors, hence enabling an inter-generational, inter-disciplinary approach. *Unleash* is an international event held annually, with UNDP being an execution partner. In 2018, 8 young Mongolians participated in the international *Unleash* event held in Singapore. "Activated2030 at #Hub" will organize a smaller scale Mongolian edition *Unleash*, hence providing an annual innovation challenge using a pre-tested model. It is hoped this event will be held in the second quarter of 2019.

Mongol Enterprising Adventure

The second flagship event will be the hosting of the two day "Mongol Enterprising Adventure" in the fourth quarter of 2019. The adventure will see teams of three to four participants undertake a series of activities as they move between locations across the city of Ulaanbaatar. Teams will follow a course consisting of four to five stations with each one focusing on one of the "General Enterprising Tendencies" or other factors acknowledged as being important in enterprising people. At each station, teams will be required to complete an activity or challenge. Once the team completes the activity they will move to the next location. The purpose of the event is to engage participants in activities aiming to improve their enterprising tendencies and interest in enterprising activities. This event is unique to Mongolia having been conceptualized by UNDP as part of the "Activated2030" project.

Other Activities

As the "Activated2030 at #Hub" project is seeking to develop, trial and bring to scale innovative ways to support the development of enterprising tendencies and capabilities in young people, it is expected other activities will be developed during the course of the project. Due to the nature of this work, it is important the project has flexibility to respond to lessons learned and changing needs.

III. RESULTS AND PARTNERSHIPS

Expected Results

1. Improve the "General Enterprising Tendencies" of young people in Mongolia.
2. Increase the number and success of enterprising activities initiated by young people in Mongolia.
3. Develop a suite of services that have been proven to generate clear, measurable results in changing attitudes, knowledge and behaviors towards enterprising activities.
4. Increased awareness of the role enterprising tendencies and behavioral insights can play in addressing youth economic empowerment.
5. Increased co-operation between diverse stakeholders working to support youth led enterprising activities.

6. Increased awareness and understanding of, and systems to support social enterprise.

This project is expected to facilitate a mindset shift amongst older and younger Mongolian's where entrepreneurship and enterprising activities are considered viable income generation activities that contribute to job creation, economic diversification and poverty reduction.

Partnerships

- United Nations Development Programme (UNDP): Key focal agency responsible for the design and overall delivery of the project. UNDP will provide the technical assistance required to deliver the 'Activated2030 at #Hub' project. UNDP is also responsible for budget management, procurement, project management and administration. UNDP will manage the monitoring, evaluation and reporting of the project.
- Ulaanbaatar City - The Industrial Development and Innovation Agency of Capital (IDIA): Key Government partner responsible for all aspects of the Innovation Hub, including financing and overseeing its daily operation and general activities. IDIA is co-financing 'Activated2030 at #Hub'. IDIA will support the implementation of the project, including the design and implementation of activities as guided by UNDP. IDIA will also support data collection and reporting activities.
- Civil Service Organisations: Collaboration with civil service organisations such as Save the Children, Mercy Corps and Development Solutions NGO will continue to be developed and advanced. These organisations worked with UNDP and IDIA in the design and delivery of the 'Mongol Enterprising Adventure' in 2018 and they form the core of the 'Local Project Appraisal Committee'. Their support of and involvement in 'Activated2030 at #Hub' will be sought as much as possible.
- Private Sector Organisations: Educated Space LLC provided in kind support in the design and delivery of the 'Mongol Enterprising Adventure' in 2018 and is working to support youth economic empowerment through education with a specific focus on Social Enterprise. UNREAD LLC is contracted by Ulaanbaatar City to manage the daily operation of the Ulaanbaatar Innovation Hub. UNREAD LLC is actively supporting the development of the innovation ecosystem in Mongolia. Whilst both of these companies have been engaged in the related interventions in the past, should either wish to become a vendor/responsible party providing paid services to the project, UNDP's procurement policies and procedures, in compliance with and based on fair, open and rules-based competition, would apply.

Resources Required to Achieve the Expected Results

In addition to the partnerships outlined above, the key resources required to deliver the 'Activated2030 at #Hub' project in 2019 include:

- The availability of training facilities and events space at #Hub including audio visual equipment, wifi, flip chart stands, desks and chairs etc. – this will be provided by IDIA.
- Office space including, desk and chairs, computers, access to printer, wifi, stationary and other items required in a standard workplace setting. – this will be provided by UNDP. In addition, all 'Activated2030 at #Hub' team members will have access to and use of the co-working facilities at #Hub provided by IDIA.
- A project team consisting of a project co-ordinator, two project assistants, and administration support, together with national and international consultants will be provided from the project budget and managed by UNDP.

- Support from UNDP Regional Bureau for Asia and the Pacific will be provided by UNDP.
- Stationary, training supplies and resources will be purchased from the project budget.
- Communications and advocacy materials, will be procured from the project budget.
- A partner or vendor to provide the social entrepreneurship program is being sought.

Stakeholder Engagement

Two key stakeholder groups have been identified. The target group is broadly Mongolian youth (15-34 years old) and more specifically youth who are not currently engaged with enterprising activities or the innovation ecosystem with a specific interest in the most economically marginalised. The second group are government agencies and departments, together with private and third sector organisations working to support youth and economic development.

The first stakeholder group, Mongolian youth, will be involved in this project in a number of ways, including:

- The day to day operation of #Hub is currently delivered by UNREAD LLC (contracted by Ulaanbaatar City), a youth focused private sector organisation that is predominantly staffed by young Mongolians. Therefore, the physical space (#Hub) draws and engages a large number of youth. It is anticipated this organisation and its employees, within their contract with Ulaanbaatar City will be involved in the design and delivery of 'Activated2030 at #Hub'.
- The design of all activities will be undertaken through the application of the 'Design Thinking' approach. The UNDP led team will facilitate the process where youth will be the primary designers. This will ensure client (Mongolian youth) centred products and services are designed. This approach places the client at the centre of the design process and is shown to generate outstanding results. Similarly, the activities will be implemented by youth as much as possible, with the support and guidance of the project team. This ensures target groups are not merely consulted but instead are at the centre of all activities.

The second stakeholder group, organisations, will be involved through a continuation and expansion of the 'platform' of stakeholders established in 2018. This platform will include the government, non-governmental and private sector organisations who worked with UNDP to deliver the 'Mongol Enterprising Adventure' in 2018. This group of organisations have come together to establish the Local Project Appraisal Committee. A monthly stakeholder meeting has been planned to bring this group together to continue to build on synergies and develop collaborative activities. The goal is to expand this platform during 2019 to include organisations working in the youth economic empowerment space.

Knowledge

As the Enterprising Development Program will be a four-month program centred around four micro-classes, by the end of 2019 a curriculum will have been designed and trialled. This curriculum and the Enterprising Development Program itself will become one of the core service products offered within #Hub and possibly other innovation hubs due to open in Ulaanbaatar and beyond within the next 2 years.

As this is a demonstration project combining several non-traditional approaches and methods, it is expected to continue to contribute to the knowledge base and examples of new practice in the use of entrepreneurship aligned activities to support youth economic empowerment. Therefore, the detailed reporting of the approaches used and their application is an important knowledge product that will be produced and widely disseminated.

In addition to these specific knowledge products, the organisations and their staff implementing the project are expected to increase their knowledge and expertise in the application of, 'design thinking', 'enterprise education pedagogy' and 'behavioural insights'. This will increase capacity and experience that can be applied to other projects and in doing so increase the engagement and use of these methods across Ulaanbaatar and ideally Mongolia.

Sustainability and Scaling Up

Locating the UNDP 'Activated2030' project within the Ulaanbaatar City Innovation Hub and the Industrial Development and Innovation Agencies portfolio provides the opportunity for the two organisations to work together to develop a suite of products and services which are expected to be offered on an ongoing basis at #Hub. As these activities become part of the regular service offerings of #Hub, their longevity beyond the life of this project is expected. Similarly, the planned opening of additional innovation hubs in other locations in Ulaanbaatar and other cities during the next 24 months provide ideal scaling up opportunities for the activities undertaken as part of this 12-month project. As discussed in the knowledge section, this work also provides extensive opportunity for the capacity building of staff at the sub-national government level and others involved in its implementation.

Initial discussions with the Mongolian Ministry of Labour and Social Protection (MoLSP) will continue with the expectation that the results of this work in 2019 will be used to support the MoLSP with the implementation of the 'Youth Development Law' established in May 2017. The 'Youth Development Law', article 11 relates to supporting youth employment, with article 11.1.2 and 11.1.3 specifically relating to supporting self-employment opportunities. As the activities to be undertaken within 'Activated2030 at #Hub' are focusing on increasing the enterprising capabilities of young people, the newly created interventions could be incorporated in national projects and activities.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project will utilise existing expertise of the national and sub-national governments, UN agencies and other development partners as relevant. Cooperation with civil society and private sector committed to actively supporting youth economic empowerment in Mongolia will be sought for the dual purpose of their own capacity building and advocacy and broader youth outreach initiatives. Experience from other countries in youth economic empowerment will be shared through UNDP's global and regional networks as relevant and applicable to Mongolia. In particular, this initiative will be linked to and exchange knowledge and experiences with the UNDP Regional Youth Leadership, Innovation and Entrepreneurship project, 'Youth Co:Lab'.

Whenever possible, the project will attempt to pair international and national experts for the purpose of local capacity development and building of a pool of experienced national experts. Cost-efficiency will be achieved through relying also on in-house expertise both in government as well as UNDP, other UN agencies, academia and think tanks.

Project Management

The project will be implemented through the Direct Implementation Modality (DIM) and therefore will be managed by UNDP within the UNDP in Mongolia Country Office. DIM has been selected as the most appropriate modality as a continuation of experimental activities being undertaken by UNDP since mid-2017. UNDP has been working with a team of international and national experts to develop a new methodology in supporting the development of youth enterprising capabilities. At this stage, no national entities are known

to have adequate knowledge or experience working with the approaches and concepts being applied in this work. An important element of the project is to mainstream these approaches within the programming, projects and services by non UNDP actors in Mongolia.

For the duration of 2019, UNDP in Mongolia will provide office space and associated items such as computers for staff, access to printers and Wi-Fi as an in-kind contribution to the project. A General Management Support fee of 5% of the Ulaanbaatar City contribution will be used to cover some of the broader operating costs associated with UNDP managing the project. In addition, specific administration tasks such as the preparation of contracts, processing of payments, recruitment of staff etc., will be charged to the project budget based on the UNDP 'Universal Price List' (UPL), and 'Local Price List' (LPL).

All youth related project activities will take place at #Hub, which IDIA will provide on an in-kind basis. In addition, IDIA will provide access to #Hub co-working space for all project staff on an in-kind basis.

The project implementation unit (PIU) will consist of the following staff:

- Project Management – provided by existing UNDP Country Office staff without on charging to the project at least until 30 June 2019.
- Project Assistants – two full time project assistants, one located at the UNDP office and the other at #Hub will be charged against the project budget. These staff will be tasked with the main coordination, organisation and delivery of the project activities.
- A full time Youth Innovation and Entrepreneurship Specialist is expected to be mobilised through the Australian Department of Foreign Affairs and Trade (DFAT) professional volunteers program. This person will be located partially at the UNDP office and #Hub to enable them to work closely with the team at both locations.
- Other human resource needs will be provided through national and international consultancies charged against the project budget.
- IDIA will make available the agencies Deputy Director and staff from the Innovation Department on an in-kind basis to support the design and implementation of all project activities.

V. RESULTS FRAMEWORK

OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (2019)		BASELINE DATA COLLECTION METHODS / RISKS (refer to risk log on page 18 for risk management log)
		Value	Year	Quarter 2	Quarter 4	
Output 1: Youth Enterprising Activation Centre						
1.1 Youth enterprising activation centre is opened	NA	0	2018	1	0	Project reporting
1.2 Number of youth (15-34 years old) engaging with the activation centre	NA	0	2018	0	Minimum of 10 per day	Activation centre records <i>Incomplete or inaccurate recording of data</i>
1.3 Change in the 'General Enterprising Tendencies' of youth who engage with the activation centre	NA	0	2018	0	10% increase amongst 30% of the youth who engage with the centre	"General Measure of Enterprising Tendencies Test" Version 2 (GET2) or alternative measurement tool. <i>Incomplete data collection</i> <i>Participants unwilling to complete the GET2 test multiple times</i> <i>Corruption of results as the frequency of taking the GET2 test increases</i>
1.4 Percentage of youth who actively participate in an enterprising activity within 6 months of engaging with the activation centre	NA	0	2018	0	10%	Client follow-up activities such as questionnaire or focus group <i>Incomplete or inaccurate data collection</i> <i>Youth unwilling to participate in follow-up activities</i>
Output 2: Development and delivery of Youth Enterprising Lab Services						
2.1 Number of youth who complete the 4-month micro-class program	NA	0	2018	24	24	Project reporting <i>Incomplete or inaccurate data collection</i>

<p>2.2 Change in the 'General Enterprising Tendencies' of youth who complete the 4-month micro-class program</p>	<p>NA</p>	<p>0</p>	<p>2018</p>	<p>0</p>	<p>20% increase amongst 50% of the participants</p>	<p>"General Measure of Enterprising Tendencies Test" Version 2 (GET2) or alternative measurement tool. <i>Incomplete data collection</i> <i>Participants unwilling to complete the GET2 test multiple times</i> <i>Corruption of results as the frequency of taking the GET2 test increases</i></p>
<p>2.3 Percentage of youth who actively participate in an enterprising activity within 6 months of completing the 4-month micro-class program</p>	<p>NA</p>	<p>0</p>	<p>2018</p>	<p>0</p>	<p>20%</p>	<p>Client follow-up activities such as questionnaire or focus group <i>Incomplete or inaccurate data collection</i> <i>Youth unwilling to participate in follow-up activities</i></p>
<p>2.4 Number of youth who complete the social entrepreneurship bootcamp</p>	<p>NA</p>	<p>0</p>	<p>2018</p>	<p>35</p>	<p>0</p>	<p>Attendance records <i>Incomplete or inaccurate data collection</i></p>
<p>2.5 Number of youth who complete the 6-month follow-up program after completing the social entrepreneurship bootcamp</p>	<p>NA</p>	<p>0</p>	<p>2018</p>	<p>0</p>	<p>50%</p>	<p>Attendance records <i>Incomplete or inaccurate data collection</i></p>
<p>2.6 Number of social enterprises established by the end of the 6-month follow-up program</p>	<p>NA</p>	<p>0</p>	<p>2018</p>	<p>0</p>	<p>1</p>	<p>Client follow-up activities such as questionnaire or focus group <i>Incomplete or inaccurate data collection</i> <i>Youth unwilling to participate in follow-up activities</i></p>

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)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Semi annually	Slower than expected progress will be addressed by project management.	Ulaanbaatar City Industrial Development and Innovation Agency	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Semi annually	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.	Ulaanbaatar City Industrial Development and Innovation Agency	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	Ulaanbaatar City Industrial Development and Innovation Agency	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	Ulaanbaatar City Industrial Development and Innovation Agency	
Review and Make Course Corrections	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.	Ulaanbaatar City Industrial Development and Innovation Agency	

<p>Project Report</p>	<p>A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.</p>	<p>Annually, and at the end of the project (final report)</p>		<p>Ulaanbaatar City Industrial Development and Innovation Agency</p>	
<p>Project Review (Project Board)</p>	<p>The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Work Plan to ensure realistic budgeting over the life of the project. 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.</p>	<p>Semi annually</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>	<p>Ulaanbaatar City Industrial Development and Innovation Agency</p>	

VII. WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Quarter				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description Amount
Output 1: <i>Youth Enterprising Activation Centre</i> <i>Gender marker:</i> GEN1 (Limited contribution to gender equality)	1.1 Set up and operating costs	0	3,750	7,500	3,750	UNDP	UB City	7,576
	1.2 Contractual services	945	20,865	2,640	0	UNDP	UB City	18,939
	MONITORING						UNDP	5,511
	Sub-Total for Output 1							
Output 2: <i>Development and delivery of Youth Enterprising Lab Services</i> <i>Gender marker:</i> GEN1 (Limited contribution to gender equality)	2.1 Micro-classes (delivery)	750	2,250	1,500	1,500	UNDP	UNDP	6,000
	2.1.1 Micro-classes (contractual services)	5,625	9,875	6,375	6,375	UNDP	UNDP	28,250
	2.2 Social Entrepreneurship Bootcamp & follow-up program	0	5,000	2,500	2,500	UNDP	UNDP	10,000
	2.3 Stakeholder meetings	150	150	150	150	UNDP	UNDP	600
MONITORING								
Sub-Total for Output 2								44,850
Output 3: <i>Project Implementation</i> <i>Gender marker:</i> GEN1 (Limited contribution to gender equality)	3.1 Communications & Advocacy	1,500	3,000	2,000	3,500	UNDP	UNDP	10,000
	3.2 Miscellaneous	625	625	625	625	UNDP	UNDP	2,500
	3.3 Coordination (Project Assistants x 2)	4,406	6,608	6,608	6,608	UNDP	UNDP	14,762
MONITORING							UB City	9,470

Sub-Total for Output 2										38,625	
Evaluation	EVALUATION										
General Management Support	5% of UB City Contribution of MNT100,000,000	473	473	473	473	473	473	473	UNDP	UB City	1,894
	Universal price list and local price list	1,229	1,229	1,229	1,229	1,229	1,229	1,229	UNDP	UNDP	4,917
TOTAL											127,842

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project will be implemented directly by UNDP in line with the UNDP Direct Implementation Modality' (DIM) guidelines. The Project Manager will be accountable to the Project Board for the disbursement of funds and the achievement of project outputs and deliverables.

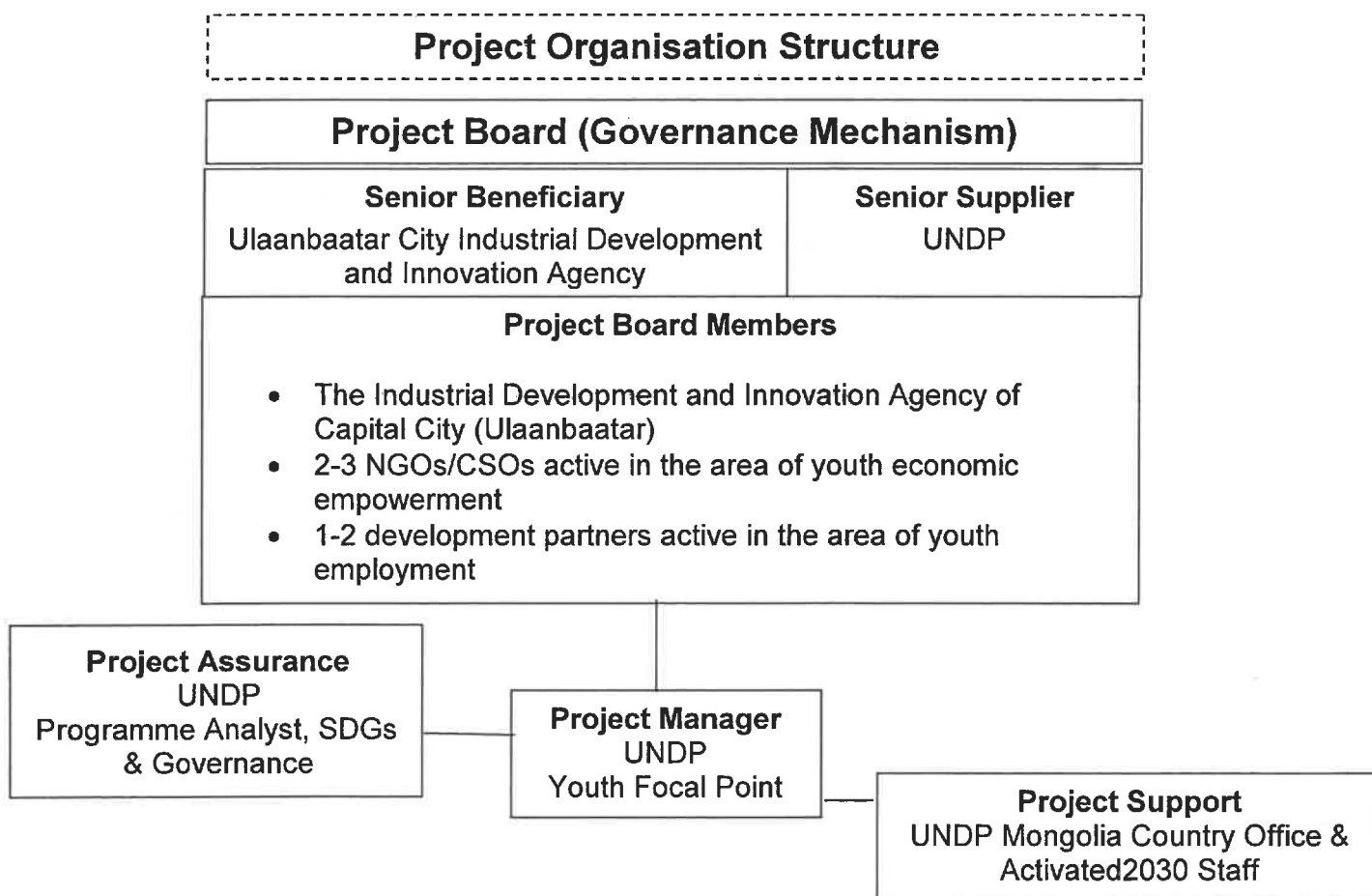
In particular, UNDP will be responsible for:

- coordinating activities to ensure the delivery of agreed activities;
- certifying expenditures in line with approved budgets and work-plans;
- facilitating, monitoring and reporting on the procurement of inputs and delivery of outputs; and
- reporting on project financial delivery and results.

While there will be international technical support, the project will be locally driven by national teams for different components.

The Project Board will be responsible for making management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP and IDIA approval of project plans and revisions. The Project Board is chaired by UNDP. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP. Detailed Terms of Reference for the Project Board are in the Annex 2.

The overall project governance structure is as shown below:



IX. LEGAL CONTEXT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 - d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
 - e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and

sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

X. RISK MANAGEMENT

The key risks related to the implementation of the project are summarised in the table below.

POTENTIAL RISK	LIKELIHOOD	SEVERITY	MITIGATION
Lack of access to a diverse range of participants	Medium	Medium	Engage several stakeholders to ensure broad access to participants
Unwillingness of participants to fully participate or provide honest responses	Medium	Medium	Ensure relaxed, non-threatening intervention environment is created and apply innovative ways of engaging participants, whilst at the same time recognising the local context
Incomplete or inaccurate data collection	Medium	Medium	Ensure the Monitoring Specialist recruited has adequate knowledge, skills and experience to effectively manage the collection and management of data.
Lack of human resource capacity of partners due to other demands	Medium	High	Agree workplan, responsibilities and timelines in advance
Conflicting commitments and deadlines (particularly over the summer holiday period)	High	Low	Build workplan around recognition that July and August are summer holiday time in Mongolia with some stakeholders uncontactable
Inability to recruit suitably qualified consultants	Medium	High	Allow adequate time for recruitment – be prepared to learn techniques and material if necessary
Unexpected travel restrictions or delays	Low	High	Build extra time into activity schedule to enable rescheduling if necessary

XI. ANNEXES

1. **Project Quality Assurance Report** – included as a separate document
2. **Social and Environmental Screening** – included as a separate document
3. **Project Board Terms of Reference**

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/UNDP PO, including recommendation for UNDP 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 for 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 the 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.

Based on the approved annual work plan (AWP), the Project Board may review and approve project semi-annual plans when required and authorises any major deviation from these agreed semi-annual plans. It is the authority that signs off the completion of each semi-annual plan as well as authorises the start of the next semi-annual 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: UNDP will chair the Board
- 2) Senior Supplier: UNDP 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: The Industrial Development and Innovation Agency of Capital City 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 realisation of project results from the perspective of project beneficiaries.

Proposed members of the Project Board are reviewed and recommended for approval during the Project Review Meeting. Additional Project Board members may be suggested as necessary.

Specific responsibilities:

Defining a project

- Review and approve the Project Initiation Plan

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 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 semi-annual plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

Closing a project

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

Executive

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

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

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

The Executive 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

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 results from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

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

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

4. Ulaanbaatar City SDG Roadmap

Please note, the Ulaanbaatar City SDG Roadmap referred to on page 1 is in draft form.

Capacity assessment for SDG project implementation by DIM¹

UNDP Mongolia, Mar 2019

AREAS OF ASSESSMENT	SUGGESTED MEASURES TO GAUGE CAPACITY (TO SUPPLEMENT EXISTING OVERSIGHT INDICATORS)
PART I. PROGRAMME AND PROJECT MANAGEMENT CAPACITY	
1.1 Management capacity	
<i>Planning and budgeting</i>	<ul style="list-style-type: none"> No. of projects per project focal point (programme officer, specialist, etc.) N.A Risk management plan updated at time of assessment [Y/N] YES Total programme delivery rate during the previous calendar year above 70 per cent [Y/N] YES [FOR COUNTRY OFFICES ONLY] Number of months of XB reserve N.A
<i>Supervision, review, and reporting</i>	<ul style="list-style-type: none"> Sound programme and project management based on BSC [Y/N] YES Programme/project monitoring system in place [Y/N] YES
1.2 Substantive capacity	
<i>Technical knowledge and resources</i>	<ul style="list-style-type: none"> Dedicated advisory support available (e.g. at a regional service centre) [Y/N] YES Plans/ToR and budget to recruit additional expertise to support technical/ substantive aspects of project [Y/N] YES Highly satisfactory / moderately satisfactory rating of decentralized evaluation (if and when information is available) [Y/N] YES
PART II. ADMINISTRATIVE AND FINANCIAL MANAGEMENT CAPACITIES	
2.1 Administrative capacity (Address only questions that are relevant to the proposed project)	
<i>Facilities, infrastructure and equipment</i>	<ul style="list-style-type: none"> Facilities and equipment available based on project requirements [Y/N] YES Maintenance functions assigned with budget [Y/N] YES
<i>Recruitment and personnel management</i>	<ul style="list-style-type: none"> Average time taken to recruit qualified personnel 3-4 weeks
<i>Procurement and contracting</i>	<ul style="list-style-type: none"> Number of procurement actions and their value in past year 200 cases (which includes goods, services and individual contracts) valued at \$1.2 million % ACP cases approved in first round 1
2.2 Financial management capacity	
<i>Financial management</i>	<ul style="list-style-type: none"> Past year approved budget within authorized spending limit [Y/N] YES
<i>Organization and personnel</i>	<ul style="list-style-type: none"> Organizational unit on Comptroller's acclaim list [Y/N] YES
<i>Financial position</i>	<ul style="list-style-type: none"> Financial statements available [Y/N] YES

¹ It is expected that organizational units overseeing the assessment of implementation capacities will enjoy the support of other organizational units who may have access to pertinent information. For instance, the Bureau of Management can provide significant support to regional bureaux when the latter assess the direct implementation capacity of country offices.

AREAS OF ASSESSMENT	SUGGESTED MEASURES TO GAUGE CAPACITY (TO SUPPLEMENT EXISTING OVERSIGHT INDICATORS)
<i>Accounting and financial reporting</i>	<ul style="list-style-type: none"> Accounting system and reporting capacity in place [Y/N] YES
<i>Audit</i>	<ul style="list-style-type: none"> Audit recommendation implementation rate satisfactory [Y/N] YES [FOR COUNTRY OFFICES ONLY] Audit rating for 'programme activities' satisfactory [Y/N] YES

The date above may require cooperation between approving units and the Bureau of Management, as may any follow up to address capacity gaps identified by the assessment. Such cooperation will be key to appropriate follow-up to appraisal decisions.

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

OVERALL PROJECT

EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION

- **APPROVE** – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.
- **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA

STRATEGIC

<p>1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time. • 2: The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence. • 1: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3	2
	1	
	<p>Evidence (2) Project document page 1 & 4 – UNDP Country Programme Result & Expected Results</p>	
<p>2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas²; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. <i>(all must be true to select this option)</i> • 2: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true to select this option)</i> • 1: While the project may respond to one of the three areas of development work¹ as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in 	3	2
	1	
	<p>Evidence (2) The project directly responds to outcome 1 of the UNDP Strategic Plan 2018-2021, 'Advance poverty eradication in all its forms'</p>	

¹ 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

² sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

<p>the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.</p>		
RELEVANT		
<p>3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) <i>(all must be true to select this option)</i> 2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. <i>(both must be true to select this option)</i> 1: The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project. <p><i>*Note: Management Action must be taken for a score of 1</i></p>	3	2
	1	
	<p><i>Targeted groups: Youth, particularly those at the 'base of the pyramid'</i></p> <p>Evidence (2)</p> <p>Youth in Ulaanbaatar have been identified and will be targeted. Recruitment & selection of activity participants will focus on diversity of geographic location, education attainment, employment status & gender</p>	
<p>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. 2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives. 1: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3	2
	1	
	<p>Evidence (3)</p> <p>The approaches to the design & implementation of the project activities are based on 18 months of preparatory work and experimentation by UNDP Mongolia. They are also based on lessons learned across the globe in relation to the slow or minimal impact of more traditional youth entrepreneurship projects, including such projects in Mongolia.</p>	
<p>5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: A <u>participatory</u> gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> 2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> 	3	2
	1	
	<p>Evidence (1)</p> <p>A gender analysis has not been conducted as this work is still experimental in nature. The baseline study identified gendered differences in relation to enterprising tendencies & activities. Future iterations of the interventions are likely to focus on these differences & possibly target a specific gender.</p>	

<ul style="list-style-type: none"> • 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>									
<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true to select this option)</i> • 2: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified. • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence (2)</td> </tr> <tr> <td colspan="2"> <p>The approaches being undertaken in this project are new in Mongolia & have been initiated by UNDP. Therefore, UNDP is uniquely placed to lead this work in Mongolia at this time. By partnering with Ulaanbaatar City, the knowledge developed during the work will directly build the capacity of local government & other national stakeholders. In addition, as this is a new approach to this work within UNDP, potential for South South cooperation & knowledge sharing is expected in the future.</p> </td> </tr> </table>	3	2	1		Evidence (2)		<p>The approaches being undertaken in this project are new in Mongolia & have been initiated by UNDP. Therefore, UNDP is uniquely placed to lead this work in Mongolia at this time. By partnering with Ulaanbaatar City, the knowledge developed during the work will directly build the capacity of local government & other national stakeholders. In addition, as this is a new approach to this work within UNDP, potential for South South cooperation & knowledge sharing is expected in the future.</p>	
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SOCIAL & ENVIRONMENTAL STANDARDS

<p>7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true to select this option)</i> • 2: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. • 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence (2)</td> </tr> <tr> <td colspan="2"> <p>As the project is focusing on economic empowerment it is advancing the 'right to earn one's living'.</p> </td> </tr> </table>	3	2	1		Evidence (2)		<p>As the project is focusing on economic empowerment it is advancing the 'right to earn one's living'.</p>	
3	2								
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Evidence (2)									
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<p>8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. <i>(all must be true to select this option)</i>. • 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and 	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence (2)</td> </tr> <tr> <td colspan="2"> <p>Whilst the project activities are focusing on the improvement of enterprising capabilities & activities of youth, a secondary output of the activities is possible solutions to environmental and social challenges faced by Ulaanbaatar City. In addition the entrepreneurship model being</p> </td> </tr> </table>	3	2	1		Evidence (2)		<p>Whilst the project activities are focusing on the improvement of enterprising capabilities & activities of youth, a secondary output of the activities is possible solutions to environmental and social challenges faced by Ulaanbaatar City. In addition the entrepreneurship model being</p>	
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<p>appropriate management and mitigation measures incorporated into project design and budget.</p> <ul style="list-style-type: none"> • 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<p>supported is social entrepreneurship, a recognized model for addressing environmental & social challenges.</p>	
<p>9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	<p>Yes</p>	<p>No</p>
<p>MANAGEMENT & MONITORING</p>		
<p>10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. <i>(all must be true to select this option)</i> • 2: The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. <i>(all must be true to select this option)</i> • 1: The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p>3</p>	<p>2</p>
<p>1</p>		
<p>Evidence (3) The results (page 9-10) includes detailed indicators, baselines, targets and collection methods.</p>		
<p>11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?</p>	<p>Yes (3)</p>	<p>No (1)</p>
<p>12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(all must be true to select this option).</i> • 2: The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true to select this option)</i> 	<p>3</p>	<p>2</p>
<p>1</p>		
<p>Evidence (2) Governance mechanisms are clearly explained on page 15.</p>		

<ul style="list-style-type: none"> • 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>		
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. <i>(both must be true to select this option)</i> • 2: Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk. • 1: Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document. <p>*Note: Management Action must be taken for a score of 1</p>	3	2
	1	
	<p style="text-align: center;">Evidence (2)</p> <p>Detailed risk log is provided at page 18.</p>	
EFFICIENT		
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.</p>	Yes (3)	No (1)
<p>15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)</p>	Yes (3)	No (1)
<p>16. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> • 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. • 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates. • 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget. 	3	2
	1	
	<p style="text-align: center;">Evidence (2)</p> <p>A budget summary is provided on pages 13-14 & a more detailed budget has been prepared in a separate document.</p>	
<p>17. Is the Country Office fully recovering its costs involved with project implementation?</p> <ul style="list-style-type: none"> • 3: The budget fully covers all direct project costs that are directly attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, 	3	2
	1	
	<p style="text-align: center;">Evidence (2)</p> <p>5% GMS is being charged on the government cost sharing component & UPL/LPL has been budgeted into the project. However, project management through an IUNV to 30</p>	

<p>information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)</p> <ul style="list-style-type: none"> • 2: The budget covers significant direct project costs that are directly attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • 1: The budget does not reimburse UNDP for direct project costs. UNDP is cross-subsidizing the project and the office should advocate for the inclusion of DPC in any project budget revisions. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p>June 2019 is being funded by the CO, as is office space, equipment & other utilities & support services.</p>	
EFFECTIVE		
<p>18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. <i>(both must be true to select this option)</i> • 2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments. • 1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2
	1	
	<p style="text-align: center;">Evidence (1)</p> <p>As outlined at point 6, the innovative approach being undertaken in this work limits the implementation modalities available and possible partners. An assessment of options & data from the baseline study confirm DIM in partnership with the municipal government is the most viable option.</p>	
<p>19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination? [JM1]</p> <ul style="list-style-type: none"> • 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions. • 2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions. • 1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project. 	3	2
	1	
	<p style="text-align: center;">Evidence (3)</p> <p>The targeted group, Mongolian youth have been involved in all aspects of the design of this project & its implementation to date. The continued design & implementation of activities will also be undertaken by youth. This is being facilitated through the application of, the 'Design Thinking' approach & 'Enterprise Education Pedagogy'.</p>	
<p>20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?</p>	Yes (3)	No (1)
<p>21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</p> <p>*Note: Management Action or strong management justification must be given for a score of "no"</p>	Yes (3)	No (1)
	<p style="text-align: center;">Evidence</p> <p>As outlined at point 5, baseline data & scoping activities have identified gendered differences in relation to youth enterprising tendencies & activities. Sex disaggregated data has been collected in phase 1 activities & will continue to be done in phase 2 activities. This will be used to consider the possibility of gender</p>	

	specific activities in the future or segregation of target groups.		
22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> • 3: The project has a realistic work plan & budget covering the duration of the project <i>at the activity</i> level to ensure outputs are delivered on time and within the allotted resources. • 2: The project has a work plan & budget covering the duration of the project at the output level. • 1: The project does not yet have a work plan & budget covering the duration of the project. 	3	2	
	1		
	Evidence (3) A full budget & workplan at the activity level is outlined on pages 13-14		
SUSTAINABILITY & NATIONAL OWNERSHIP			
23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project): [JM2] <ul style="list-style-type: none"> • 3: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. • 2: The project has been developed by UNDP in close consultation with national partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners. 	3	2	
	1		
	Evidence (2) The project was conceptualized by UNDP. The development of the specific activities & the preparation of the project document, budget & workplan has been undertaken in close collaboration with Ulaanbaatar City government & other national counterparts, including the target group (Mongolian youth)		
24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project): [JM3] <ul style="list-style-type: none"> • 3: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • 2.5: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities. • 2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • 1.5: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. • 1: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions. 	3	2.5	
	2	1.5	
	1		
	Evidence (1.5) Whilst a formal capacity assessment has not been undertaken, the capacity of national counterparts, in particular Ulaanbaatar City Industrial Development and Innovation Agency has been observed & both parties agree this project will build capacity a number of areas		
25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?	Yes (3)	No (1)	
26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?	Yes (3)	No (1)	

'Activated2030': A Youth Enterprising Project

Meeting minutes #01/2019

Event: Inaugural LPAC meeting for the 'Activated2030' project
Date and time: 31 January 2019, 1:30 pm - 3:00 pm
Venue: UN House, The Auditorium (3rd Floor)
Purpose: Project document presentation and agreement

Attendees:

UNDP:

1. Ms Daniela Gasparikova, Deputy Resident Representative
2. Ms Natalie Bye, Youth, Entrepreneurship and Private Sector Officer
3. Ms Pagmasuren Ganbold, Project Assistant

Industrial Development and Innovation Agency of Capital City (IDIA):

1. Mr Bilegsaikhan J., Deputy Director, Industrial Development and Innovation Agency of the Capital City
2. Ms Jargalma G., Department Head Innovation Department, Industrial Development and Innovation Agency
3. Mr Yerjan Z., Specialist Innovation Department, Industrial Development and Innovation Agency

Other organizations:

1. Mr Khishigsuren B., Project Manager, Development Solutions NGO
2. Ms Serjmyadag G., Junior Business Consultant, Development Solutions NGO
3. Ms Enkhzul O., Co-Founder and CEO, Educated Space LLC
4. Ms Tuvshinjargal T., Operational Manager, Educated Space LLC
5. Ms Uyanga E., Child Poverty Project Officer (13 to 18 years old), Save the Children
6. Ms Khaliunaa N., Project Manager, UNREAD LLC
7. Ms Khulan M., Hub Coordinator, UNREAD LLC
8. Mr Swapnil Mindhe, Market Systems Analyst, Mercy Corps

Agenda of the consultative meeting:

1. Introduction by Daniela Gasparikova, Deputy Resident Representative (DRR), UNDP
2. Project Overview by Natalie Bye, Youth, Entrepreneurship and Private Sector Officer, UNDP
3. Discussion
4. Agreement and Closing remarks by Daniela Gasparikova, Deputy Resident Representative, UNDP

1. Introduction by Daniela Gasparikova, UNDP:

Ms Gasparikova (UNDP) thanked participants for coming, introduced herself and outlined the purpose of the meeting as:

Activated2030 has reached the stage where we can formalize and implement the project in a more structured way. To do so, we have prepared a project document which we would like to discuss with you. Your input and agreement on the assumptions made, the approaches outlined, and the activities planned is sought. Therefore, we request your active participation, comments and recommendations. Once overall agreement that the project document outlines a viable and reasonable approach has been obtained, we will move forward with implementation of the project.

2. Project Overview by Natalie Bye, UNDP:

Ms Bye (UNDP) introduced the proposed project providing an overview and summary of the project document including: (The presentation is attached)

- ❖ **Context**
- ❖ **UB City**
- ❖ **Starting point**
- ❖ **The Project**
- ❖ **Key activities**
 - In addition to the activities currently in the workplan and budget, three other activities (Enterprising Meet ups, Mongol Enterprising Adventure and Unleash Mongolia Edition) were planned. However, current available funds have resulted in them being removed from the workplan. If additional funding is obtained, it is hoped these activities can take place.
- ❖ **Key approaches**
 - Even though the project is moving into the second stage and expanding, it is important to note it is still **experimental** and routed in **innovation** with the aim of driving a transformation in the way entrepreneurship is used to address development challenges. This comes with inherent risks where specific results are not guaranteed.
 - **Stakeholder engagement**, collaboration and co-creation is a fundamental element of the project. Therefore, the target beneficiaries, that is young Mongolians will be actively involved in the design and implementation of all activities.
- ❖ **Activities**

Activation Center

An Activation Centre will be established on the ground floor of the Ulaanbaatar Innovation Hub. This will serve as a welcoming entrance to the Hub and an entry point for all youth wanting to explore innovation and enterprising activities. The actual design and services offered will be developed by young Mongolians using the 'Design Thinking' approach.

Enterprising Development Program

- The purpose of the 'Enterprising Development Program' is to develop the enterprising capabilities of participants (young Mongolians) with a specific focus on improving the 'General Enterprising Tendencies' of participants.
- The four-month program will consist of a monthly 'micro-class' of approximately 2 hours, a monthly follow-up meeting and off-site activities. Activities will be designed and delivered inline with the 'Enterprise Education Pedagogy', hence, participants will work through a series of activities. Activities will support participants to identify a challenge or need, generate potential solutions and develop prototypes using the 'Design Thinking' approach.
- The challenge or need the first cohort will be asked to work on is to develop the program (curriculum) for the 'Enterprising Development Program'.
- The second cohort will trial the program (curriculum) designed by the first cohort. The second cohort will be asked to work on challenges identified by The Industrial Development and Innovation Agency of the Capital City.
- Each cohort is expected to consist of approximately 30 youth from diverse backgrounds.

Discussion on facilitators

- Ms Uyanga (Save the Children) asked who the facilitators of the program will be.
- Ms Bye (UNDP) answered that this has not yet been decided, however, it is hoped it will be young facilitators to maximize peer to peer learning and overall capacity building of Mongolian youth.
- Mr. Bilegsaikhan (IDIA) responded that regardless of the identity of the facilitators, they will be coached and supported by the international and national consultants.

Social Entrepreneurship Program

- A Social Entrepreneurship program will consist of a 'bootcamp' style event and a 4-6 month follow up program
- The purpose of this activity is to promote and support social entrepreneurship in Mongolia and to facilitate the establishment of youth led social enterprises in Mongolia.
- The theme of this first social entrepreneurship activity will be Social Enterprise and Technology. It will bring together youth interested in social or environmental challenges and technology wizards

Discussion on the difference between the Enterprising Development Program and Social Entrepreneurship Program

- Ms Enkhzul (Educated Space LLC) requested information on the difference between the 'Enterprising Development Program' where participants will work on challenges identified by the Industrial Development and Innovation Agency and the Social Entrepreneurship Program.
- Ms Bye (UNDP) noted that the key difference is that the Social Entrepreneurship Program is specifically taking people through the process of

understanding and engaging with the concepts of social enterprise, with the desired result that people start a social enterprise. Whereas, the key focus of the Enterprise Development Program is supporting the development of the enterprising tendencies and capabilities of participants. Therefore, the approach and outcome are different.

- Mr Bilegsaikhan (IDIA), added that the Enterprise Development Program will aim to improve the skills and their enterprising mindset while for the Social Entrepreneurship Program, the participants will have a specific idea to implement and make it a business or social enterprise.

Discussion on target audience

- Ms Enkhzul (Educated Space LLC) asked who the target audience is.
- Ms Bye (UNDP) said that in 2019, the target audience will remain broad, that is 'Mongolian Youth'. However, over time, sub target groups are likely to be identified.

Discussion on frequency of Social Entrepreneurship Program

- Ms Enkhzul (Educated Space LLC) asked how many Social Entrepreneurship Program's will be held.
- Ms Bye (UNDP) answered there will be one towards the end of the first half of the year.
- Ms Gasparikova (UNDP) stated that the whole of 2019 is to try to find out what works and what doesn't. Then presumably in 2020, the project will be more systematic and potentially on a larger scale.

Discussion on monitoring and assessment of success

- Ms Enkhzul (Educated Space LLC) asked information about the methods to be used to assess the effectiveness of the activities.
- Ms Bye (UNDP) explained a variety of monitoring tools and several assessment criteria will be used as was the case in the Mongol Enterprising Adventure.

Discussion on duration of Social Entrepreneurship Program

- Ms Enkhzul (Educated Space LLC) asked about the duration of the program
- Ms Bye (UNDP) replied that the 'bootcamp' style event will take place in the first half of 2019 with the follow-up program running through the second half of the year.

❖ **Partnerships**

❖ **Implementation**

❖ **Physical space**

❖ **Staffing**

❖ **Cost efficiency**

- To utilize national experts as much as possible. However, international consultants will be contracted to bring knowledge and experience not available in Mongolia. International consultants will be used to build the capacity of national actors.

- The goal is to increase the number of partners both funding and implementation partners, as well as to continue to expand the platform of stakeholders working together on youth economic empowerment.
- UNDP regional bureau, for example, the Youth Co:lab has provided some funding for 2019.

- ❖ **Work plan**
- ❖ **Results Framework**
- ❖ **Risk management**
- ❖ **Monitoring evaluation**

3. Discussion points by attendees

- Ms Bye (UNDP) opened the discussion.
- Mr Bilegsaikhan (IDIA) followed the opening by stating that Hub Innovation Center was built to energize and motivate the young people. Since it's opening, it has become apparent that providing only space is not enough. Therefore, there is a need to develop the soft skills of Young Mongolians. He noted however, that they did not have the expertise to do this, hence, it is important for us to join together to drive such changes by producing such services and products.
- Mr Mindhe (Mercy Corps) said that Mercy Corps has a specific targeted beneficiary group within their 'Resilient Communities Program' which has been being implemented for 1 year. The 'Resilient Communities Program' is increasing the participation of youth in the livestock sector. Mercy Corps wants to replicate the Activated2030 activities in rural Mongolia, specifically within their targeted aimags. He asked for support in undertaking this.

Ms Gasparikova (UNDP) responded: If we can find a way, we will be happy to channel the activities to rural youth and other specific sub targeted groups. However, we have limited human and financial resources. We will continue discussions to try to find a way to work together to bring these activities to rural youth.

Ms Bye (UNDP) responded: One of the key things we are trying to do is to diversify who is engaging with enterprising activities. She noted, we tried to get a diverse group during the Mongol Enterprising Adventure and did achieve some level of diversity, but we did not get as diverse a group as we would have liked. Mercy Corps helped in diversifying the cohort with their support in facilitating the involvement of rural youth.

Ms Enkhzul (Educated Space LLC) commented: I was from Darkhan and I studied at MUIS, hence, was residing in Ulaanbaatar but could have still been considered as a rural youth. She suggested we could consider the original background of participants when considering and measuring diversity.

- Ms Enkhzul (Educated Space LLC) also noted that Educated Space now has two focus areas:
 - a. 'Social Entrepreneurship Bootcamp' – in 2017, It was held with Zorig Foundation and in 2018 a Social Entrepreneurship and Social Innovation

Bootcamp were held in partnership with IES-Social Business School in Portugal. She noted that given their background and interest in Social Entrepreneurship, Educated Space LLC will be happy to contribute as much as they can on this subject.

- b. Strengthening the personal and organizational value of Educated Space LLC as they now have very good local and international consultants.

Ms Enkhzul (Educated Space LLC) said, 'previously, I have worked in government organization too. International development organizations and Government organizations are very bureaucratic. I am happy to see this project coming from some of the usually very bureaucratic organizations. We are totally on board with this project.'

- Ms Khaliunaa (UNREAD LLC) requested to discuss the activities removed from the workplan due to a lack of funding. She asked when discussions and work on securing additional funds will take place?
 - Ms Bye (UNDP) responded that the discussion and the process to secure additional funding for the other activities has already started. The next steps are dependent on time and human resources to have adequate time to plan and deliver these additional activities. She noted we need to be mindful of our capacity. However, she noted new ideas regarding this are welcomed and open for discussion.
 - Ms Gasparikova (UNDP) responded that resource mobilization is important for all of us. From the UNDP side, we will apply for all possible funding opportunities. However, it is not only up to UNDP, if others see opportunities, then let us know so we can discuss and work on it together.
 - Ms Bye (UNDP) stated that the chosen activities within the current budget are the more permanent ones with ongoing results that we hope will continue in the years ahead, hence they have been prioritized.
- Ms Uyanga (Save the Children) noted that as with Mercy Corps, their priority target demographic is rural youth. If we secure funding from the World Bank (for which an application is currently being processed), we would like to work with Mercy Corps and UNDP to target rural youth.
- Mr Khishiguren (Development Solutions NGO) noted that Development Solutions are currently implementing a few projects related to the Activated2030 activities. One being Youth Business International's training curriculum. During 2018, Development Solutions organized a social entrepreneurship program and just developed a Social Entrepreneurship Handbook. He noted they would be happy to discuss how to use the handbook and training curriculum in the Activated2030 project.
- Ms Bye (UNDP) closed the discussion by proposing monthly meeting on fourth Thursday of every month at similar time.


4. Agreement and Closing remarks by UNDP:


Ms Gasparikova (UNDP) thanked all participants for their active participation. She noted there appeared to be no objections to proceed, which all participants agreed with. Ms Gasparikova advised the next step is for the project document to be finalized and signed by UNDP Regional Headquarters. She also advised participants that there will be at least two

UNDP Res. Rep

formal follow up meetings during 2019, possibly in June and December. Ms Gasparikova concluded the meeting.

The meeting adjourned at 03: 01pm.


Notes taken by:  27 Feb 2019
Pagmasuren Ganbold, Project Assistant, Activated2030 project, UNDP
Mongolia

Reviewed by:  27 Feb 2019
Natalie Bye, Youth, Entrepreneurship and Private Sector Officer, UNDP
Mongolia

Approved by:  27 Feb 2019
Daniela Gasparikova, Deputy Resident Representative, UNDP Mongolia


Activated2030 @ #Hub: A Youth Enterprising Lab

Local Project Appraisal Committee (LPAC) Meeting
Thursday 31 January 2018



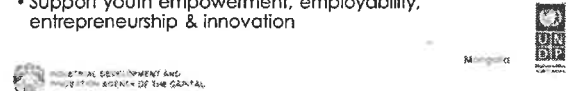
Agenda

- Introduction
- Overview
- Discussion – Q&A
- Agreement & closing




Context


- Youth (15-34 years) – 1/3 of population
- Youth unemployment - 21% (2016)
- Entrepreneurship?
- Enterprising tendencies & capabilities – low to medium
- Support youth empowerment, employability, entrepreneurship & innovation



VISION: An enterprise and innovation nation.



Starting Point



INDUSTRIAL DEVELOPMENT AND INNOVATION AGENCY OF THE CAPITAL

Mongolia

UNDP

Aim

- Improve the "General Enterprising Tendencies" of young people in Mongolia.
- Facilitate the design and testing of interventions to support youth enterprising activities using innovative methods such as "Behavioral Insights".
- Support the development of an innovation and entrepreneurship eco-system in Mongolia with a focus on Social Enterprise.
- Position Ulaanbaatar City at the center of the innovation ecosystem in Mongolia.

INDUSTRIAL DEVELOPMENT AND INNOVATION AGENCY OF THE CAPITAL

Mongolia

UNDP

Key Activities

1. Activation Centre
2. Enterprising Development Program
3. Social Entrepreneurship Program

+++

- Enterprising Meetups
- Unleash – Mongolia Edition
- Mongol Enterprising Adventure

INDUSTRIAL DEVELOPMENT AND INNOVATION AGENCY OF THE CAPITAL

Mongolia

UNDP

Key approaches

- 'Design Thinking'
- 'Platform Approach'
- 'Enterprising Tendencies' & 'Enterprise Education Pedagogy'
- 'Behavioural Insights'

Experimentation – Innovation - Transformation

INDUSTRIAL DEVELOPMENT AND INNOVATION AGENCY OF THE CAPITAL

Mongolia

UNDP

Stakeholder engagement

- Youth at the centre of the design of all activities!
- Youth implementing as much as possible.
- Platform of stakeholders working together – that's us

Partnerships

- UNDP – Key focal agency, project management & implementation, financing
- UB City IDIA – Key Government partner, supporting implementation, co-financing
- CSO's – LPAC +
- Private Sector – LPAC +

Implementation

- Physical space
 - working at UN House
 - activities at #Hub
- Staffing:
 - Project co-Ordinator
 - Project assistants x 2
 - Contractors

Cost Efficiency

- Utilise national expertise wherever possible
- Partnerships – CSO & Private Sector
- UNDP regional and global networks
- Pairing of national & international contributors
- maximum knowledge exchange

Work Plan

- Quarter 1
 - Planning, budgeting, contracting, initial activities
 - 1st micro-class held
- Quarter 2
 - Activation centre open
 - Micro-classes x 3
 - Social Entrepreneurship Bootcamp
- Quarter 3
 - Review, lessons learned
 - Micro-classes x 2
 - Social entrepreneurship follow-up program
- Quarter 4
 - Complete activities
 - Review, collate data, analyse and report
 - 2020 planning

Results Framework

- Output 1 – Youth Enterprising Activation Centre
- Output 2 – Development and delivery of Youth Enterprising Lab services

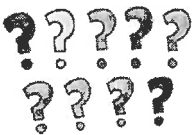
Risk management

- Participants
- Human resources

Monitoring & evaluation


- In accordance with UNDP programming policies & procedures
- Semi-annually

Let's discuss...



INDUSTRIAL DEVELOPMENT AND INNOVATION AGENCY OF THE CAPITAL

Mangalia



Annex [#]. Social and Environmental Screening Template

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the Social and Environmental Screening Procedure and Toolkit for guidance on how to answer the 6 questions.

Project Information

Project Information	
1. Project Title	Activated2030 at #Hub: A Youth Enterprising Lab
2. Project Number	
3. Location (Global/Region/Country)	Mongolia

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 is aiming to support the economic empowerment of Mongolian youth, hence is advancing the Universal Human Right, 'to earn one's living'. This will be done through a series of activities aiming to improve the enterprising capabilities of young people and support the development of the innovation ecosystem in Ulaanbaatar. The project Implementing Partner, the Industrial Development and Innovation Agency of the Capital (Ulaanbaatar), key stakeholders and project participants are accountable in the observance of the human rights approach during project implementation and as promulgated in the Constitution of Mongolia. Mongolia is a party to the International Covenant of Economic, Social, and Cultural Rights (ICESCR) and a signatory to the Universal Declaration on Human Rights (UDHR). The project conforms to the principles codified in these international conventions and declarations.

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

The baseline and scoping study carried out in the preparation phase of this project identified gendered differences between the enterprising tendencies of young women and men. Whilst young women who were surveyed have lower 'General Enterprising Tendencies' than the young men surveyed, they are less likely to identify as being an entrepreneur and less likely to try to implement their ideas. This evidence will be used in the design and implementation of program activities. Whilst both male and female youth will be equally targeted for activities some specific activities may be delivered to males or females specifically. The overall purpose of the project is to improve the enterprising capabilities of Mongolian youth. It is expected this will increase the number and success of enterprising activities led by young Mongolians. If this is achieved the income generation capacity of young people will be improved and particularly in the case of young women, the options considered viable income generators will be expanded.

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

Whilst this project is not focusing on environmental sustainability, two of the main activities have the potential to have a positive impact on and mainstream environmental sustainability. Firstly, the Social Entrepreneurship Bootcamp activity is designed to promote responsible business models, together with the establishment of businesses which




specifically address environmental or social challenges. Secondly, the Enterprising Development Program will provide a four-month program during which participants will work on developing potential solutions to an environmental or social challenge the city of Ulaanbaatar is striving the address.

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>	<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>
<p>Risk Description</p>	<p>Impact and Probability (1-5)</p>	<p>Significance (Low, Moderate, High)</p>
<p>Risk 1: No SESP risks have been identified</p>	<p>I = P =</p>	<p><i>Description of assessment and management measures as reflected in the Project design. If ESI/A or SESA is required note that the assessment should consider all potential impacts and risks.</i></p>
<p>Risk 2:</p>	<p>I = P =</p>	
<p>Risk 3:</p>	<p>I = P =</p>	
<p>Risk 4:</p>	<p>I = P =</p>	
<p>[add additional rows as needed]</p>		
<p>QUESTION 4: What is the overall Project risk categorization?</p>		
<p>Select one (see <u>SESP</u> for guidance)</p>		<p>Comments</p>
<p>Low Risk</p>		<p>X No risks have been identified from the checklist in attachment 1. This is because the project activities are mostly human capacity development in nature. Therefore, they are a form of training. The activities will be carried out in a Municipal government existing premises. The recruitment and selection of participants will be done to maximize diversity. Organizations working with</p>

				marginalized groups such as people with disabilities, LGBTQ, and people living in the poorest areas of the city will be approached to support the recruitment of participants.
			<input type="checkbox"/>	
			<input type="checkbox"/>	
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?				
Check all that apply				
		<i>Principle 1: Human Rights</i>	<input type="checkbox"/>	
		<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input type="checkbox"/>	
		<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>	
		<i>2. Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>	
		<i>3. Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>	
		<i>4. Cultural Heritage</i>	<input type="checkbox"/>	
		<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>	
		<i>6. Indigenous Peoples</i>	<input type="checkbox"/>	
		<i>7. Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>	
Comments				

Final Sign Off

Signature	Date	Description
	11/3/2018	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.
	11/03/2018	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.
	11/03/2018	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		Answer (Yes/No)
Principles 1: Human Rights		
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? ¹	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>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</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
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?	No

¹ 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.

	<i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	
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? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	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? <i>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.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ² 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)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No

² In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.3	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? ³	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No

³ 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.

6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	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

