

Attachment A
QUARTERLY PROGRESS REPORT¹
 PERIOD As of 30 June 2018



Empowered lives.
Resilient nations.

A. BASIC INFORMATION

Project ID / Output ID	00106407 / 104536	Reporting Date:	6/30/2018
Full Title:	Paving the Roads to the SDGs Through Good Local Governance (Roads2SDGs)		
Start Date	12/29/2017	Completion date, approved extension (if any)	6/21/2019
Total Project Fund: (and fund revisions, if any)	USD 7.24 Million	AWP Budget (2018)	USD 3,920,150.65
Implementing Partner:	United Nations Development Programme (UNDP)		
Donor/s	Department of the Interior and Local Government (DILG)		
Responsible Partner/s:			

B. INDICATIVE/EMERGING RESULTS OF THE PROJECT

Note: This Progress Report is interim, pending the approval of the Annual Work Plan by the Roads2SDGs Project Board.

Initiation of the Project

The Project Document and the partnership agreement were signed on 29 December 2017 between the Department of the Interior and Local Government (DILG) and the United Nations Development Programme (UNDP).

The funds, amounting to US\$ 7.24 Million, were transferred to UNDP on 14 February 2018, and was posted to the bank account of UNDP on 20 February 2018.

While awaiting for the establishment of the Project Management Office, a series of meetings, workshops, and/or focus group discussions were conducted between the DILG-OPDS-CMGP Team and the UNDP-Democratic Governance Unit. Subsequently, a meeting between OIC-SILG Eduardo M. Ano and UNDP Country Director Titon Mitra was conducted on 12 March 2018.

Personnel recruitment for the Roads2SDGs Project Management Office commenced in late February 2018. The Project Manager has assumed the post on 26 March 2018, just two (2) days before the last working day of the 1st Quarter 2018.

¹ UNDP CO Template for Quarterly Progress Reporting for projects without donor-prescribed templates for quarterly reporting; simplified form from POPP; Updated: June 2016

Indicative WorkPlan

A week upon assumption of his post, the Project Manager had prepared an **Indicative WorkPlan** which was presented to and commented on by the DILG-OPDS-CMGP Team. Since then, several revisions were made to the Indicative WorkPlan to reflect new discussions and recent developments in the Project. The most updated version, which also includes what had already transpired in the past few months, is shown in Annex 01.

Organigram

The **Roads2SDGs Organigram** has also been enhanced several times to ensure its responsiveness to the demands of the Project. The current version of the Roads2SDGs Organigram has two major sectors – the Roads Sector and the Governance Reforms and Citizen Participation Sector.

- The **Roads Sector** shall mainly cover the Quality Assurance undertakings of the Roads2SDGs. Headed by the Roads Sector Manager, under this Sector is a team of sixteen (16) Regional Engineers who shall be stationed at the DILG Regional Offices, and who shall oversee and coordinate the QA undertakings in the provinces within his/her assigned regional coverage, including close coordination and monitoring of the field visits of the QA experts-on-call mobilized by either PASUC and/or the G-HUBS. In due time, several specialist consultants shall be engaged primarily to advise on and develop/enhance modules for roads planning, roads design, procurement and contract management, and asset management for roads.
- The **Governance Reforms and Citizen Participation Sector** shall cover the mentoring and capacity development undertakings of Roads2SDGs leading to the governance reforms of provincial LGUs and towards enhancing citizen engagement in roads governance. This Sector has two sub-sectors – one for Governance Reforms headed by a Governance and Institutional Specialist, and another for G-HUBS and Citizen Participation headed by the Community Development Specialist. This sector shall be jointly represented in the field by sixteen (16) Regional Governance Specialists, who shall oversee and coordinate all governance reforms, citizen mobilization, and G-HUBS undertakings in his/her assigned region of coverage.

PMO Personnel Recruitment

Recruitment of personnel has been very challenging. There were already four (4) cycles of advertising, long-listing, short-listing and interviews conducted – as eventual final qualifiers have been insufficient to fill in the needed personnel. Recruitment processes are still on-going.

To date, on board in the PMO are the Project Manager, the Road Sector Manager, the Community Development Specialist, and four (4) Regional Engineers, and the HR Assistant. The Project Associate, Project Assistants, and three (3) other Regional Engineers are still awaiting completion of their medical clearances among other hiring documentations and are reporting by 1st week of July. Eight (8) Regional Governance Specialists have already been identified and will be on board shortly before the roll-out of the Provincial Governance Reforms Roadmaps in late July.

PMO Working Space

Inasmuch as the Roads2SDGs PMO has not been included in the space allocations in the new UN House at RSBC, several options/offers for office spaces for rent were evaluated over the last two-and-a-half months. Procurement and the Management are still awaiting for the UNDSS Evaluation Report. Meantime, Roads2SDGs personnel are just squeezing in and are occupying working spaces at the UN House of colleagues who are on mission.

Institutional Networks of Partners

The Project has tapped two major networks of stakeholders as key strategic partners for the implementation and delivery mechanisms of the Project, namely:

- the **Philippine Association of State Colleges and Universities, Inc. (PASUC)**, the umbrella association of public tertiary school level institutions in the Philippines, covers a network of 102 state universities and colleges (SUCs) which are under the Commission on Higher Education. PASUC will provide and mobilize an initial network of at least sixty (60) QA-engineer-experts-on-call (at least five QA experts per region) to conduct quality assurance covering the ten (10) regions in Luzon and the Visayas areas.
- the **Governance HUBS** (Holistic Undertaking Bridging Solutions for Governance), the local consortium of the academe, civil society organizations, and the private/industry sector. The G-HUBS will be the major partner network for the Roads2SDGs' mentoring interventions for governance reforms in the provincial LGUs and in the organizing and mobilization of citizens for monitoring integrity of the provincial roads projects. Further, the **G-HUBS in Mindanao regions** shall also provide Quality Assurance to the roads projects, on top of their mentoring work for governance reforms and mobilizing citizen monitors.

Two Key Documents: QA Manual and PGRR2SDGs Guidelines

Despite the delays in the recruitment of personnel and challenges to PMO working space, two (2) of the significant milestone documents to guide key project deliverables for the rest of the Project life have been formulated (and are currently being refined):

- The Project currently finalizing a draft document tentatively named "**Roads Implementation Quality Management Manual for LGUs**". This document is an enhanced version of the existing Roads Quality Assurance Manual (prepared sometime in 2011, but has never been used). This enhanced document is the output of several technical review activities by a team of experts (both via desk reviews and through a technical workshop among QA experts) conducted under the Project. This is the key reference document that shall guide all Project stakeholders (provincial engineers, DILG-hire engineers, UNDP-hired engineers, PASUC-deployed QA engineers, G-HUBS, among others) in the conduct of Quality Assurance to the provincial roads covered by the Roads2SDGs Project. The enhanced version will be used to train some 100 engineers on 02-04 July 2018, and shall be pilot-tested in 32 provinces from July-September 2018.
- For the governance reforms, the Project has also produced the "**Guidelines for the Preparation of Provincial Governance Reforms Roadmap to SDGs (PGRR2SDGs)**". This will be the major document that will guide the Project stakeholders in charting the governance reforms agenda and the subsequent capacity development interventions of the Project for the provincial LGUs to improve local roads governance and to inform/guide their respective change management processes.

Major Activities

Following are the **major activities** that had transpired recently and/or are expected to happen by the 3rd Quarter 2018:

- For the **Quality Assurance** undertakings of the Roads Sector:
 - The existing Quality Assurance (QA) Manual for Roads was submitted to **individual reviews** by select Roads QA experts.
 - **07 June 2018** – A **Technical Workshop for the Review of the Quality Assurance (QA) Manual for Roads** was conducted. Valuable comments and inputs were gathered from the engaging discussion of QA-expert-participants from DPWH, DILG, PASUC, PIEP, and UNDP representatives, and are now incorporated into the enhanced version.

- For the **Governance Reforms** undertakings:
 - **08-09 June 2018** – A workshop was conducted to draft the Guidelines for the Formulation of Provincial Governance Reforms Roadmaps to SDGs (PGRR2SDGs). It was attended by select PRMF coordinators as resource-participants, select provincial government road governance practitioners, DILG-CMGP personnel, and UNDP-DG-Roads2SDGs personnel.
 - **27 June 2018** – A **Pre-Deployment Orientation Session** conducted with/for the Facilitator-Mentors being engaged by the Roads2SDGs Project for the Provincial Assessment and Mentoring of 21 pilot provinces for the Roll-out of PGRR2SDGs -- to level-off on the activity design, methodologies, tools, among others.

- For undertakings with **G-HUBS and Citizen Participation**:
 - **11 June 2018** – A **preliminary orientation and round-table discussion** was convened for focal persons of Mindanao G-HUBS to inform them of the opportunities for engagement in the Roads2SDGs Project.
 - **28-29 June 2018** – A bigger **Workshop with Mindanao G-HUBS** was conducted in Davao City to brief partner-stakeholders on the Roads2SDGs, the opportunities for engagement, institutional arrangements, and to draft sectoral and regional action plans for their engagement in the Roads2SDGs.

C. TECHNICAL ACCOMPLISHMENTS

- *Evidence-based reporting. Include relevant reports/publications and/or photo-documentation (description, date, location) as an annex.*
- *Quarterly financial performance is reported in the FACE Form. Please ensure consistency of technical accomplishments with the submitted Quarter FACE form and the AWP.*
- *Interim annual financial performance data is reported in the APR.*

EXPECTED OUTPUTS						
Output 1. 17 Governance Hubs Strengthened to Provide Continuous Technical Support to Provincial Governments, Citizens, and DILG in the Implementation of CMGP						
Project Output Indicator/s			Baseline	Quarter Milestone ²	Annual Target	
1.1 Number of Hubs Strengthened to Provide Continuous Technical Support to Provincial Governments, Citizens, and DILG in the implementation of CMGP			2017	0	0	17
Activity/Sub-activity Description	Activity/Sub-activity Deliverables	Physical Performance			REMARKS Challenges / Bottlenecks and plans to address them / Lessons Learned	
		Status of Activity ³	Status Update/ Accomplishment for the Quarter			
Planned Activity 1.1 Preparation and signing of MoA with 17 Governance Hubs to provide technical assistance in regards to capacity building and quality assurance of CMGP.	<ul style="list-style-type: none"> MoA with Hubs UNDP and DILG 		TOR for engaging the G-HUBS for the Roads2SDGs Project has been drafted.		Inasmuch as the process for negotiating and forging MOAs with G-HUBS may take substantial time, and in view of DILG's concerns to urgently deploy the QA experts on the ground, UNDP will be engaging with PASUC to provide experts-on-call for quality assurance for roads.	
Planned Activity 1.2 Orientation for Hubs and support to development of professional roster of experts and coordination mechanism.	<ul style="list-style-type: none"> Setup of Hub governance structure Setup of roster of expert-on-call Preliminary orientation and round-table discussion will be convened for focal persons of <u>Luzon and Visayas</u> G-HUBS Bigger Workshop with Luzon and Visayas G-HUBS will be conducted to brief partner-stakeholders on the Roads2SDGs, the opportunities for engagement, institutional arrangements, and to draft sectoral and regional action plans for their engagement in the Roads2SDGs. 					

² Use traffic light to indicate progress vis-à-vis annual output targets in AWP: **Green** (Completed), **Yellow** (On track/Ongoing), **Red** (Not started/delayed). Data provided can be qualitative or quantitative based on the nature of the output indicator [UNDP PHL CO Data Clean-up Guidelines].

³ Use traffic light to indicate progress vis-à-vis timelines assigned for planned activities.

EXPECTED OUTPUTS					
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Activity/Sub-activity Description	Activity/Sub-activity Deliverables	Physical Performance			REMARKS Challenges / Bottlenecks and plans to address them / Lessons Learned
		Status of Activity ³	Status Update/ Accomplishment for the Quarter		
Planned Activity 1.3 Business model developed to establish long term sustainability of the hubs	<ul style="list-style-type: none"> Development of business model 				

EXPECTED OUTPUTS					
Output 2. Capacity of Provincial Governments and DILG Built to Plan, Design, Implement, and Maintain Quality Roads through Effective Governance Processes.					
Project Output Indicator/s		Baseline		Quarter Milestone ⁴	Annual Target
2.1 Number of Hubs Strengthened to Provide Continuous Technical Support to Provincial Governments, Citizens, and DILG in the implementation of CMGP		2017	0	0	17
2.2 Number of provinces provided with QA support		2017	0	0	78
Activity/Sub-activity Description	Activity/Sub-activity Deliverables	Physical Performance			REMARKS Challenges / Bottlenecks and plans to address them / Lessons Learned
		Status of Activity ⁵	Status Update/ Accomplishment for the Quarter		
Planned Activity 2.1 Multi-stakeholders' conference for the Roadmap on Provincial Roads and good governance	<ul style="list-style-type: none"> General provincial roadmap for provincial roads and good governance 		TOR for engaging the G-HUBS for the Roads2SDGs Project has been drafted.		

⁴ Use traffic light to indicate progress vis-à-vis annual output targets in AWP: **Green** (Completed), **Yellow** (On track/Ongoing), **Red** (Not started/delayed). Data provided can be qualitative or quantitative based on the nature of the output indicator [UNDP PHL CO Data Clean-up Guidelines].

⁵ Use traffic light to indicate progress vis-à-vis timelines assigned for planned activities.

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Activity/Sub-activity Description	Activity/Sub-activity Deliverables	Physical Performance			REMARKS Challenges / Bottlenecks and plans to address them / Lessons Learned	
		Status of Activity ⁵	Status Update/ Accomplishment for the Quarter			
Planned Activity 2.2 Module and software development	<ul style="list-style-type: none"> Project management, procurement monitoring, reporting platform, and asset management platform 					
Planned Activity 2.3 Conduct of TOT for 17hubs to be able to roll out capacity building activities to provinces, and regional DILG Offices	<ul style="list-style-type: none"> Prepare pilot provinces in the upcoming Roll-out Workshop for the formulation of the Provincial Governance Reforms Roadmap to SDGs (PGRR2SDGs) by conducting sessions with the Local Roads Management Teams in 21 select provinces for their respective Provincial Assessment and Mentoring TOT conducted First batch of pilot provinces (Kalinga, Ilocos Norte, Pangasinan, Nueva Vizcaya, Quirino, Bataan, and Mindoro Occidental) will undergo a Workshop to formulate their respective Provincial Governance Reforms Roadmap to SDGs (PGRR2SDGs). Second batch of pilot provinces (Quezon, Rizal, Albay, Catanduanes, Leyte, Aklan, and Iloilo) will undergo 					

EXPECTED OUTPUTS						
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2.1 Number of Hubs Strengthened to Provide Continuous Technical Support to Provincial Governments, Citizens, and DILG in the implementation of CMGP			2017	0	0	17
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Activity/Sub-activity Description	Activity/Sub-activity Deliverables	Physical Performance			REMARKS Challenges / Bottlenecks and plans to address them / Lessons Learned	
		Status of Activity ⁵	Status Update/ Accomplishment for the Quarter			
	<p>a Workshop to formulate their respective Provincial Governance Reforms Roadmap to SDGs (PGRR2SDGs).</p> <ul style="list-style-type: none"> • Almost simultaneous (and back-to-back with the 2nd batch), the third batch of pilot provinces (Quezon, Rizal, Albay, Catanduanes, Leyte, Aklan, and Iloilo) will undergo a Workshop to formulate their respective Provincial Governance Reforms Roadmap to SDGs (PGRR2SDGs). • Training of Trainers-Facilitators-Coaches for the Formulation of PGRR2SDGs to the remaining 60 roll-out provinces will be conducted. • Targeted provincial champions will be given an Orientation-Workshop on the PGRR2SDGs in preparation for the roll-out in the provinces. • Roll-out of the formulation of PGRR2SDGs in 60 provinces shall take place with the mentoring of governance mentors coming from 					

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Activity/Sub-activity Description	Activity/Sub-activity Deliverables	Physical Performance			REMARKS Challenges / Bottlenecks and plans to address them / Lessons Learned
		Status of Activity ⁵	Status Update/ Accomplishment for the Quarter		
	the G-HUBS, in coordination with the UNDP-hired Regional Governance Specialists.				
Planned Activity 2.4 Pilot of draft manual/Coaching/Mentoring of 78 provinces for Quality Assurance	<ul style="list-style-type: none"> 60 QA-engineer-experts-on-call from PASUC to do the QA/QC for Luzon. Some 100 engineers from PASUC, DILG, and UNDP will undergo a Training on the enhanced “Roads Implementation Quality Management Manual for LGUs”. Use/implementation of the enhanced Roads QA Manual will be fully rolled out and be applied to all provinces. Eight (8) teams, all jointly composed of DILG-hired and UNDP-hired engineers, shall be deployed to 29 select provinces to conduct spot technical audits on provincial roads infrastructure covered by the partnership. Enhanced Roads QA Manual shall be pilot-tested in thirty (30) select provinces, through the field deployment of PASUC QA-engineer- 				

EXPECTED OUTPUTS					
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2.1 Number of Hubs Strengthened to Provide Continuous Technical Support to Provincial Governments, Citizens, and DILG in the implementation of CMGP		2017	0	0	17
2.2 Number of provinces provided with QA support		2017	0	0	78
Activity/Sub-activity Description	Activity/Sub-activity Deliverables	Physical Performance			REMARKS Challenges / Bottlenecks and plans to address them / Lessons Learned
		Status of Activity ⁵	Status Update/ Accomplishment for the Quarter		
	<ul style="list-style-type: none"> experts-on-call in coordination with UNDP-hired Regional Engineers. Coaching and mentoring for provincial LGUs 				
Planned Activity 2.5 Localizing SDGs in governance process	<ul style="list-style-type: none"> Research and studies Training/fora in SDGs and local governance SDG Faces module rolled out Communications products 				

EXPECTED OUTPUTS					
Output 3. Citizens Trained to Participate in the Planning and Monitoring of Effective Road Governance Processes					
Project Output Indicator/s		Baseline		Quarter Milestone ⁶	Annual Target
3.1 Number of citizens trained to monitor road projects		2017	0	0	200
Activity/Sub-activity Description	Activity/Sub-activity Deliverables	Physical Performance			REMARKS Challenges / Bottlenecks and plans to address them / Lessons Learned
		Status of Activity ⁷	Status Update/ Accomplishment for the Quarter		
Planned Activity 3.1 Conduct Stakeholder mapping	<ul style="list-style-type: none"> Map of stakeholders produced 		TOR for the conduct of the stakeholder mapping has been drafted		

⁶ Use traffic light to indicate progress vis-à-vis annual output targets in AWP: **Green** (Completed), **Yellow** (On track/Ongoing), **Red** (Not started/delayed). Data provided can be qualitative or quantitative based on the nature of the output indicator [UNDP PHL CO Data Clean-up Guidelines].

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EXPECTED OUTPUTS						
Output 3. Citizens Trained to Participate in the Planning and Monitoring of Effective Road Governance Processes						
Project Output Indicator/s			Baseline		Quarter Milestone ⁶	Annual Target
3.1 Number of citizens trained to monitor road projects			2017	0	0	200
Activity/Sub-activity Description	Activity/Sub-activity Deliverables	Physical Performance			REMARKS Challenges / Bottlenecks and plans to address them / Lessons Learned	
		Status of Activity ⁷	Status Update/ Accomplishment for the Quarter			
Planned Activity 3.2 Capacity building modules developed and design citizen feedback platform.	<ul style="list-style-type: none"> • Citizen monitoring modules • Citizen feedback platform designed and setup 					
Planned Activity 3.3 Conduct of ToT for citizens to be able to roll out capacity building activities to provinces, citizens, and regional DILG offices	<ul style="list-style-type: none"> • Trained citizens 					
Planned Activity 3.4 Monitoring activities carried out	<ul style="list-style-type: none"> • Monitoring reports 					
Planned Activity 3.5 Feedback and policy forums	<ul style="list-style-type: none"> • Policies to improve citizen engagement/service delivery system 					
Planned Activity 3.6 Sustainability plan developed and implemented	<ul style="list-style-type: none"> • Sustainability plan 					

D. PARTNERSHIPS FORGED

Name of partner	Type	Description of partnership and how it has contributed to project results or sustainability
Philippine Association of State Universities and Colleges, Inc.	Civil Society Organization	Micro-Capital Grant Agreement
League of Provinces of the Philippines (LPP)	Civil Society Organization	

E. IEC AND KNOWLEDGE MANAGEMENT

IEC/Knowledge Product	Type	Date published/ produced	Target audience	Link (If available)
Guidelines on the Formulation of Provincial Governance Reforms Roadmaps to SDGs (PGRR2SDGs)	Training module	6/27/2018	Provincial governments and governance mentor-facilitators	
Roads Quality Assurance Manual for LGUs	Handbook	6/27/2018	Quality Assurance engineers-on-call; Provincial engineers	

F. ACTIONS TAKEN REGARDING AUDIT AND/OR SPOT CHECK FINDINGS

Describe actions taken to address the findings from the audit / spot check as applicable

Audit/Spot check recommendation/s	Action taken	Responsible person	Implementation date
Nothing to report			<i>Click here to enter date.</i>
			<i>Click here to enter date.</i>

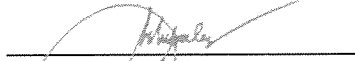
G. RISK LOG UPDATE

Assess identified risks and record new risks that may affect project implementation:

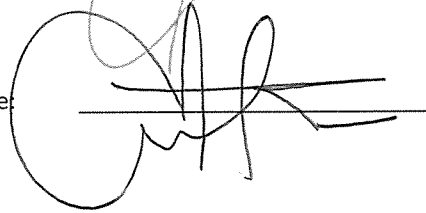
Risk log	Risk Category	Likelihood	Impact	Proposed mitigation measures	Proposed Risk Response
<i>(List/cluster)</i>	<i>(Choose from list)</i>	<i>(1-5)</i>	<i>(1-5, comment)</i>	<i>(List)</i>	<i>(Terminate, transfer, mitigate, or tolerate)</i>
Difficulty of the project to take off expeditiously at the start of the project -- Recruitment and other inception issues; delayed engagement and deployment of Project personnel	Operational/Organizational	2	2	Use special acceleration measures for hiring key personnel and expedite deployment	Mitigate
Possible issues on integrity and reliability of field reports on status of projects	Operational	3	3	Establish reporting system with clear protocols	Mitigate
Roads project implementation by provincial LGUs are already ongoing; Quality Assurance is coming midway	Operational/Organizational	4	4	Catch-up QA audits through Experts-on-call, and validation with the citizen monitors	Mitigate

Weak monitoring of QA and provision of appropriate technical assistance (TA)	Operational	2	3	Initiate capacity development program strategic to QA and technical assistance provision; expedite deployment of staff and partner institution i.e. PASUC and GHUBs formation	Mitigate
Limited capacity of Provincial Engineering Office (PEOs) on QA planning and execution	Strategic	2	3		
Poor observance of road safety measures	Strategic	1	3	include in the training of engineers topics on road safety management, environmental and social safeguard compliance	Mitigate
Limited compliance to environmental and social safeguards	Social/Environmental	1	3		

Prepared by: CLETO BRAVO GALES JR.
Project Manager/Coordinator

Signature:  Date: 11 July 2018

Noted by: EMMANUEL E. BUENDIA, D.P.A.
Programme Team Leader
Democratic Governance Unit, UNDP

Signature:  Date: 11 July 2018

ANNEX

A. SAMPLE RISK LOG UPDATE

#	Description	Date Identified	Type	Status	Countermeasures / Management response
1.	The change in national and local leadership after the May 2013 elections will create a transition process that may result in delay in project implementation because of changed priorities or uncertainties	Mar 2015	Political	High-level Risk - New	Conduct of proper and continuing consultation and dialogue at all levels and sectors will be undertaken to ensure support and continuous ownership of / buy in for the project. Briefing to be specifically provided to new or incoming leadership to enable an understanding of and secure buy in for the project
2	Critical partners failed to deliver outputs on time	Mar 2015	Strategic	Materialized, medium-level risk. (Describe particular output affected, cause of failure/delay, RP and other relevant information)	Close monitoring of implementation of deliverables of responsible agencies is underway-a catch-up plan has been submitted and outputs will need to be delivered on_____.

B. Reference: Types of Risks⁸

Environmental	Financial	Organizational	Political	Operational	Regulatory	Strategic	Other
Natural Disasters: storms, flooding, earthquakes	EXTERNAL economic factors: interest rates, exchange rate fluctuation, inflation	Institutional Arrangements	Corruption	Complex Design (size: larger/multi-country project; technical complexity; innovativeness, multiple funding sources)	New unexpected regulations, policies	Partnerships failing to deliver	Other risks that do not fit in any of the other categories
Pollution incidents	INTERNAL:	Institutional/ Execution Capacity	Government Commitment	Project Management	Critical policies or legislation fails to pass or progress in the legislative process	Strategic Vision, Planning and Communication	Might refer to socioeconomic factors such as: population pressures; encroachment – illegal invasions; poaching/illegal hunting or fishing
Social and Cultural	Co-financing difficulties	Implementation arrangements	Political Will	Human Error/Incompetence		Leadership and Management	

⁸ UNDP Programme and Operations Policies and Procedures (POPP)

Security/Safety	Use of financing mechanisms	Country Capacity (specific elements limiting CO capacity)	Office (specific CO capacity)	Political Instability	Infrastructure Failure		Programme Alignment	
Economic	Funding Resources (Financial)	Governance		Change in Government	Safety being compromised		Competition	
	Reserve Adequacy	Culture, Code of Conduct and Ethics		Armed Conflict and Instability	Poor monitoring and evaluation		Stakeholder Relations	
	Currency	Accountability and Compensation		Adverse Public opinion/media intervention	Delivery		Reputation	
	Receivables	Succession Planning and Talent Management			Programme Management		UN Coordination	
	Accounting/Financial Reporting	Human resources Processes and Procedures			Process Efficiency		UN Reform	
	Budget Allocation and Management				Internal Controls			
	Cash Management/Reconciliation				Internal and External Fraud			
	Pricing/Cost Recovery				Compliance and Legal			
					Procurement			
					Technology			
					Physical Assets			

C. MAINSTREAMING GENDER EQUALITY (Reported annually in the APR)

Incorporation of gender perspectives in various outputs and activities by giving emphasis on gender-sensitive concerns especially in leadership roles, decision-making processes, capacity-building and protection of women, including the children and elderly

1. Qualitative description

- In Governance Mechanisms (<i>Participation in Project Board</i> (including representation of PCW), TWGs, Experts' Group and other governance mechanisms set up by the Project, e.g. National multi-sectoral committees)
- In Capacity Building and Policy, Planning and Programming
- Women's Empowerment Key Results

2. Gender issues

No	Gender issues identified	How the project is addressing identified gender issues
1		
2		

3. Disaggregation of data of Beneficiaries/Participants of Activities conducted under the Project

Project Activities	Number of beneficiaries/participants	Gender disaggregation	Remarks (if any)
<i>Trainings/Consultations/Workshops/ Surveys</i>			

4. Classification of Gender responsiveness⁹

Classification of gender-responsiveness: Project Implementation, Management, Monitoring and Evaluation (PIMME) <i>Select one</i>	A: Project is gender-responsive (15.0-20.0)
	B: Project is gender-sensitive (8.0-14.9)
	C: Project has promising GAD prospects (4.0-7.9)
	D: Gender and development (GAD) is invisible in the proposed project (0-3.9)

⁹ Scoring based on Box 16 and 17 of the Harmonized Gender and Development Guidelines on Project Development, Implementation, Monitoring and Evaluation, 2nd ed ([download here](#))