

PROJECT DOCUMENT

UNDP Uganda Country Office



Empowered lives.
Resilient nations.

Project Title: Direct Project Costing, Effectiveness of Development Cooperation & CPD Implementation Project

Project Number: 00105911

Implementing Partner: UNDP (Direct Implementation)

Start Date: 01 January 2017 **End Date:** 31 December 2020 **PAC Meeting date:**

Brief Description

This project seeks to complement the two UNDP portfolios of Sustainable and Inclusive Economic Development, and Inclusive and Effective Governance by enhancing upstream policy support, effective and efficient Aid coordination to the Government of Uganda, as well as ensure direct support services to the implementation of the UNDP Country Programme Document 2016-2020. It envisages establishing a strong evidence-base for design and implementation of government policies and programmes, coupled with capacity building for relevant institutions to budget, plan, implement and monitor public policies, programmes and resources, as well as targeted support to the institutional readiness to implement the 2030 agenda. The expected results will foster inclusive transition to a middle-income status.

Contributing Outcome (UNDAF/CPD): UNDP CPD Outcome 1.3: "By the end of 2020, targeted public institutions and Public-Private Partnerships are fully functional at all levels, inclusive, resourced, performance-oriented, innovative and evidence-seeking supported by a strategic evaluation function; and with Uganda's population enforcing a culture of mutual accountability, transparency and integrity". Outputs: Output 1: Enhanced programme cost recovery and/or direct project costing to the implementation of the UNDP Country Programme. Output 2: Improved Effectiveness of development Cooperation, & CPD Implementation Output 3: Enhanced SDG Implementation through Policy Innovation and effective Planning.	Total resources required:		US\$9,535,962
	Total resources allocated:		
	UNDP TRAC:	US\$5,000,000	
	Other Donor:	US\$4,535,962	
	Government:		
	In-Kind:		
	Unfunded:	US\$2,500,000	

Government	UNDP
MATIA KASSARISA [Signature]	[Signature]
Print Name:	Print Name: AMAZ GERBU COUNTRY DIRECTOR
Date: 22-06-2017	Date: 28/06/2017

Partners:
 Office of the Prime Minister (OPM); Ministry of Finance Planning and Economic Development (MoFPED); National Planning Authority (NPA); Uganda Bureau of Statistics; Economic Policy Research Centre (EPRC); Makerere University, line Ministries; Policy Analysis Units; Academia; Civil Society Organisations (CSOs); Private Sector; Development Partners (DPs).

List of Abbreviations and Acronyms

ALD	Aid Liaison Department
CPD	Country Programme Document
CSO	Civil Society Organisations
DARC D	Development Assistance and Regional Cooperation Department
DEG	Development Economics Group
EPRC	Economic Policy Research Centre
HDI	Human Development Index
IATI	International Aid Transparency Initiative
LDC	Least Developed Country
LDPG	Local Development Partners Group
MDG	Millennium Development Goals
MoFPED	Ministry of Finance Planning and Economic Development
NHDR	National Human Development Reports
NPA	National Planning Authority
OPM	Office of the Prime Minister
SPS	Strategy and Policy Support Project
TNA	Training Needs Assessment
UNDAF	United Nation Development Assistance Framework
UNDESA	United Nations Department for Economic and Social Affairs
UNDP	United Nations Development Programme

I. DEVELOPMENT CHALLENGE

Uganda has been ushered into a new era of development as it strives to transition from a peasant society to a middle-income country by 2040 using comprehensive national development planning as the vehicles to drive the vision. The next generation of the National Development Plan for 2016-2020 (NDP II) aims to contribute to this vision by prioritizing investments in agriculture, tourism, mineral development, infrastructure and human capital, with governance as the backbone.

Investment in these areas will follow the entire value chains, while maximizing sectoral linkages and increasing efficiency in resource use. It is envisaged that by 2040 the country will be propelled from a predominantly low income to an upper middle income status with a per capita income of \$9,500.

The country's thrust for transition has also been manifested in its leadership of the post-2015 Development Agenda processes, eventual adoption and early mainstreaming of the Sustainable Development Goals (SDGs) at the national level. This is expected to propel its drive to the middle-income status.

While the country's comprehensive development planning framework is robust, achievement of its development aspiration is constrained by several challenges, such as inequitable distribution of wealth, significant regional disparities, and unsustainable population growth. These are compounded by weak capacity for evidence-based planning and implementation, institutional capacity gaps for policy management and weak oversight of overseas development assistance (ODA) and other national financial resources.

Uganda's performance in reducing poverty has been impressive, having met the first Millennium Development Goals (MDG) target to halve poverty in 2010, five years ahead of the deadline. The Country achieved a 65 percent reduction in poverty between 1992 and 2012 at an annualized reduction rate of 3.3 percent. Despite this progress the country persistently remained in the low human development category with indicators below the Least Developed Country (LDC) and the sub-Saharan Africa averages. Poverty has continued to concentrate in rural areas, at 13 percentage points above the averages for urban areas. Regional economic disparities arise mostly from unevenly distributed socio-economic infrastructure such as road networks, good access to markets, health and educational facilities and private sector investments. In addition, 43% of the non-poor are likely to fall back in poverty, manifesting the severity of vulnerability. With 78% of the population below 30 years, Uganda has one of the youngest population in the world. Unfortunately, youth unemployment stands at 78% as most graduates cannot find meaningful work. The high youth unemployment poses a social and economic threat to Uganda's sustainable development. These challenges call for more efficiency and effectiveness in policies, plans and programmes to achieve sustainable and inclusive poverty reduction.

While the country has made headway in development planning, there still exist significant gaps in design and implementation of development policies, strategies and plans in some of the key sectors. In some cases, the policy development process is neither adequately informed by evidence nor shaped by deliberate, regular and well-structured spaces for dialogue.

While national commitment toward the implementation of the 2030 Agenda is commendable, there are still significant gaps; in alignment of plans, policies, programmes at all levels; readiness of the institutional architecture and action for statistics, including big data to facilitate monitoring and reporting on progress; access, optimal allocation and tracking of usage and impact of national financial resources and, advocacy and implementation at all levels including the community.

This project seeks to complement the two UNDP portfolios of Sustainable and Inclusive Economic Development, and Inclusive and Effective Governance by enhancing upstream policy support including mainstreaming Agenda 2030; ensure direct support services to the implementation of the UNDP Country Programme Document 2016-2020; and support to enhanced ODA impact through tracking, monitoring and evaluation capacities to the Government of Uganda. It envisages that establishing a strong evidence base for design and implementation of government policies and

programmes; coupled with capacity building for relevant institutions to plan, implement and monitor public policies and programmes, as well as targeted support to the institutional readiness to implement the 2030 agenda will foster inclusive transition to a middle-income status.

II. STRATEGY

The premise on which this project stands is grounded on the theory that a solid evidence and well-resourced base in the design of policies and programs can lead to effective and efficient interventions for socio-economic transformation.

In this regards, UNDP will provide technical and financial support to relevant partners to carry out priority research and analytical work on topical issues within the realm of the 2030 Agenda and UNDP's institutional mandate. This research will be reflected in high quality policy papers, selected national reports, issues papers and policy briefs and notes that will be repackaged in such a way that they communicate and are accessible to the widest possible audience. They will be availed to policy makers so that the information and findings can readily be applied for policy and decision-making. The project will also support the production of UNDP's mandatory and flagship reports, such as the National SDG progress reports and National Human Development Reports (NHDRs), in addition to supporting publication of GoU fund-utilisation reports, such as the Annual Off-Budget Report as well as other reports such as the Uganda Poverty Assessment Report. To draw on experiences from within and beyond the region, emphasis will be placed on twinning local and international research consultants and organizations. This project will also build strong partnerships among government institutions, academia, private sector, civil society and UN agencies, based on the development issues at hand. In support to ODA oversight, the project will evaluate the impact of capacity gaps addressed through the capacity needs assessment carried out within the MoFPED, DARC department in the 2010-2015 programming cycle, and map out and implement the recommended next steps and support the regular monitoring and recording of budget allocation/distribution of ODA and impact of ODA support on planned Government development objectives.

The project will also support a platform where all participants in the policy-making process – policy makers, policy analysts, planners and other stakeholders – can engage in dialogue around specific topical issues on sustainable development, in addition to round table and briefing meetings. This will build on the momentum established during the 2010-2015 UNDP programme cycle. Where relevant, these will be supported by international expert keynote speakers, as well as discussants. The possibility of organizing local and international conferences on evidence-based socioeconomic research in collaboration with the academia on topical issues, such as development effectiveness, financing development based on Addis Ababa Action Agenda (AAAA), debt management and effective domestic resource management. To complement these platforms, UNDP will host quarterly breakfast meetings, targeting a few selected experts on specific development issues. During these meetings, internal UNDP policy notes and briefs, as well as research findings and diagnostics will be deliberated upon. This is intended to address, especially, issues that evolve quickly within the political, social and economic space that may not otherwise be optimally addressed at wider annual dialogues.

The capacity for planning, implementation and monitoring public policies and programmes will be enhanced through four main interventions. First, UNDP will strengthen its partnership with sister UN agencies such as the United Nations Department for Economic and Social Affairs (UNDESA)

and United Nations Economic Commission for Africa (UNECA) to model policies for sustainable development and document best practices. Building on the national thrust to achieve the SDGs, emphasis will be on establishing a training programme that will equip a pool of experts especially from government and academia to establish models that will attract interventions in a mix of sectors to; identify SDGs with stronger multiplier effect; and optimise delivery on these SDGs and priorities of NDP11. Second, UNDP will continue to provide technical and financial support to government to prepare and review key plans and programmes that will enable it attain Vision 2040. These plans include, but are not limited to: mid-term review of the NDP11, preparation of NDP111 (2020/21-2024/25), and revision of the national plan for industrialisation. Third, given its role as a coordinator of the UN system at the country level, UNDP's support to the domestication, monitoring, evaluation, reporting and resource mobilisation for SDG is pivotal. To this end, UNDP will sustain efforts to prioritize and mainstream SDGs, at the national, sectoral and sub national levels; build capacity for identification of, and monitoring progress on indicators; strengthen coordination structures for delivery on SDGs; facilitate national reporting on progress; and not least of all, supporting the government to mobilise resources to implement the 2030 Agenda. Fourth, the above efforts will be catalysed by support to staff of UNDP, state and non-state actors, to engage in regional and international fora on issues relevant to national development.

In addition, to ensure sustainability of results and enhance the implementation of the CPD, the project will serve as the repository for the earnings from direct project costing collected from projects. This will allow effective and efficient implementation of CPD interventions including: payment accuracy, timely and accountable cost-shared expenditures incurred during supporting UNDP projects and programme execution. Robust support to the implementation of the CPD will assure delivery of Uganda's Post-2015 development agenda within the framework of the UNDAF and the CPD 2016-2020. To ensure effective programme implementation, regular appraisal and refreshing of UNDP staff and partner project management skills will continue through regular orientation and training opportunities. Progress of project and programme implementation will be maintained through regular monitoring and evaluation, programme audits and maintenance of corporate programming requirement indicators. Timely and consistent recording of the achievements of the CPD objectives using the country office Communications Strategy will allow for systematic documentation and subsequent reflection of achievements, success stories and lessons learned in programming. This will be maintained through regular publications of advocacy materials, programme progress/results, hence, creation of UNDP visibility.

Overall, this project will be critical in informing policies that promote inclusive growth, human development, and SDG attainment.

III. RESULTS AND PARTNERSHIPS

Expected Results

This project is designed to contribute to the achievement of UNDP CPD Outcome 1.3: **“By the end of 2020, targeted public institutions and Public-Private Partnerships are fully functional at all levels, inclusive, resourced, performance-oriented, innovative and evidence-seeking supported by a strategic evaluation function; and with Uganda’s population enforcing a culture of mutual accountability, transparency and integrity”**. More specifically covering the following key outputs:

Output 1: Enhanced programme cost recovery and/or direct project costing resulting from support services to the implementation of the UNDP Country Programme through:

- (a) 64398 – Direct Project Costs – Staffing
- (b) 74598 – Direct Project Costs – General Operating Expenses (GOE)

Output 2: Improved Effectiveness of development cooperation, and Country Program implementation: Includes efficient and effective implementation of the UNDP CPD resulting in fully implemented, result-oriented and well documented country programme using the Country Office Communication Strategy. In addition, there will be enhancement of capacities of the MoFPED/DARC department and other relevant partners on targeted areas relating to ODA oversight and coordination.

Output 3: Enhanced SDG Implementation through Policy Innovation and effective Planning. This among others will include building a strong evidence base for design and implementation of government policies and programmes through, in part: publication of knowledge products on sustainable development; establishment of and strengthening spaces for dialogue on pertinent development issues; actual support to policy development; and support to generation and dissemination of timely and accurate data relating to ODA.

Resources Required to Achieve the Expected Results

- Cost shared resources will be obtained through fundraising initiatives as detailed in the resource mobilisation strategy to co-fund activities supported through core UNDP financial resources.
- Technical support will be sought both internally from other UNDP country offices, regional bureaus and headquarters as deemed necessary and viable. Consultants (both individuals and firms) will also be engaged as required.
- Sustainability of effective support of CPD implementation will be cost-shared by active projects.

Partnerships

- The project will work closely with government agencies including but not limited to: the Office of the Prime Minister (OPM) which is responsible for coordination, monitoring and evaluation of all government programmes; the Ministry of Finance Planning and Economic Development (MoFPED) that co-ordinates development policy management, mobilises, tracks and ensures effective accountability for the use of public resources; the National Planning Authority (NPA), which is responsible for formulating and monitoring the implementation of the NDP; the Economic Policy Research Centre (EPRC) an institution established to provide analytical backstopping for policy dialogue, formulation, implementation, and M&E in the country; the Uganda Bureau of Statistics (UBOS), an independent body for collection and analysis of data and line Ministry Policy Analysis Units, relevant for different lines of research work undertaken as part of the project. The partnership between UNDP and these other stakeholders will be critical for the generation of synergies and the coordination of complementarities in areas of common interest, therefore, avoiding duplicating of efforts and maximising efficiency and effectiveness of government activities in this area.
- The project will seek to involve CSOs in project activities wherever pertinent, as a way of seeking collaboration in areas of research, advocacy and policy influence, and feeding project-related engagements into the public development agenda.

- The project will also work closely with other development partners that are supporting efforts in Uganda to promote sustainable development through upstream support to the government. The project will also involve, whenever pertinent the Development Partners' Development Economics Group (DEG), and the Local Development Partners Group (LDPG) as well as other UN agencies.
- Collaboration and close coordination with country office pillar teams is also imperative since the project's expected products are derived from their needs, and must correlate with their objective results.

Risks

Table 1: Risks and Mitigations

Possible Risks	Mitigation
A. Inadequate number of staff from participating MDAs and CSOs to timely implement the programme activities	<ul style="list-style-type: none"> • Establish strategic collaborations between programme partners to augment their capacities • UNDP in collaboration with the partners recruit additional staff to support programme implementation
B. Political activities interrupting programme implementation especially	<ul style="list-style-type: none"> • Effective mobilisation of all key programme stakeholders, including beneficiaries, to remain politically neutral
C. Stringent legal and administrative procedures likely to limit the participation of some partners	<ul style="list-style-type: none"> • Effective mobilisation of top-level political and administrative support coupled with an effective publicity and communication strategies about all programme activities

Assumptions

- Government of Uganda guarantees strong political will and commitment towards enhanced and sustained good governance
- UNDP will provide quality up-stream capacity development support for strengthened national capacities fully in line with national priorities
- IP and RPs are committed to implementation of the programme in line with UNDP guidelines

Stakeholder Engagement

Institutions that are expected to benefit directly in the activities of the project are UNDP implementing partners and responsible parties such as MOPPED, EPRC, NPA, line ministry Policy Analysis Units, UBOS, Academic institutions, private sector, partners involved in policy making and implementation in Uganda, such as Parliament and CSOs. The public will benefit in two ways: through its greater engagement and participation in national policy dialogue. More generally, as ultimate beneficiaries of government policies and programmes, which the project aims to ensure are based on sound, evidence-based and policy relevant analysis and research. The primary beneficiaries are the citizens of Uganda who will enjoy the increased effectiveness and efficiency in public service delivery as a result of enhanced accountability and transparency in public sector management. Specifically, women and youths will benefit through their increased participation in decision making at different government levels. Selected MDAs and CSOs, as IPs and RPs will also benefit from the interventions particularly with regards to improved internal institutional capacity performance and credibility.

South-South and Triangular Cooperation (SSC/TtC)

Partnerships with the international and regional community will be established for activities that promote knowledge transfer and sharing in relevant areas with researchers, policy informants and decision makers from other countries in the region and elsewhere. In particular, the project will seek to promote south-to-south cooperation, a core element of UNDP's global corporate mandate, aiming at strengthening or establishing close ties with other policy research and analysis institutions in the South, to share experiences and to address issues that are of a concern to the global South. Benchmarking and study visits to model countries with effective institutions in delivering services will be explored.

Knowledge

In collaboration with partners, the project will strive to produce policy papers, selected national reports, issue papers and policy briefs and notes for public use, dialogues, as well as to inform national and sectoral planning.

In addition, UNDP will produce Op-eds, newsletters, corporate brochures, banners and other publicity documents on a regular basis informing the public on UNDP work under the CPD. This will be complemented with social media postings, documentaries and video blogs.

Sustainability and Scaling Up

Programme interventions will be integrated in MDA/LG development plans and budgets to ensure sustainability. In addition, UNDP will follow a stepwise approach exit approach that is, initially from down-stream support to upstream support (evidence based policy making by 2020).

The scaling up effects include policy reforms and capacity-building of institutions, where these changes would lead to a reasonably high probability of yielding a large-scale of benefits for all citizens of Uganda. It will also include upscale innovations in harmonizing information management systems among key normative institutions especially OPM, MoFPED and NPA.

Communication Strategy

The project will adopt a Communication for Development (C4D) approach, which consists of using a two-way and horizontal communication approach to enhance sustainable development. Technical, operational and catalytic funding support will be provided to targeted partners to develop communication strategies and tools that are tailored to targeted communities' beliefs and values, as well as the social and cultural norms that shape the lives of their people, with the ultimate goal to: (i) amplify the voices of the people, particularly women, youth and other traditionally marginalized groups; (ii) facilitate their meaningful participation in policy debates; (iii) promote changes at different levels of the society including in terms of listening, building trust, sharing knowledge and skills, debating, learning and influencing national policies. For achieving the above objectives, responsible MDAs and partners will be supported technically, technologically, operationally and financially in their efforts to promote and strengthen people-centered communication channels – e.g. public hearings; public debates; public deliberations and stakeholder consultations; participatory radio and television programmes; community-based theatre and storytelling; social media; and web forums.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Using the theory of change analysis, the optimal pathway to achieve the intended results is the step wise approach of addressing the bottlenecks hampering institutional efficiency and effectiveness. This is due to the interconnectedness and self-reinforcing nature of the bottlenecks. Thus, addressing gaps in the regulatory framework will enhance the implementation of policies, which will in turn stimulate institutional performance.

The project recognises the need to effectively partner with the private sector as well as civil society to complement government processes and fast track resource delivery hence maximizing the results. This is supported by the evidence from the CPAP (2010-2015) evaluation, which pointed out the slow implementation of planned interventions by government institutions, leading to low resource delivery. The project design is based on a portfolio approach to improve the cost efficiency and effectiveness through leveraging activities and partnership with other projects in the 2 portfolios of governance and Sustainable Inclusive Effectiveness and development.

Project Management

Generally, the Project will have a national coverage, and focus will be on the selected MDAs and CSOs. Since it heavily has a direct project costing component aggregating all UNDP projects, it will be executed as a Direct Implementation Modality (DIM) by UNDP Uganda Country Office. Its execution is the responsibility of the UNDP Resident Representative and a designated team with specific responsibility assigned to a Project Manager. The overall execution of the project will be coordinated by UNDP in partnership with MoFPED and other target partners from Government and private sector purposely selected for their technical / operational mandate. UNDP will act as Fund Manager coordinating project management and funding as elaborated in the work programme and budget to be prepared by the Project Manager. The project will be reviewed quarterly/annually as well as audited (management audit) to inform decision making processes.

V. RESULTS FRAMEWORK

<p>Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: UNDP CPD Outcome 1.3: By the end of 2020, targeted public institutions and Public-Private Partnerships are fully functional at all levels, inclusive, resourced, performance-oriented, innovative and evidence-seeking supported by a strategic evaluation function; and with Uganda's population enforcing a culture of mutual accountability, transparency and integrity.</p>
<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: CPD Output 1.3.1: Selected Ministries, Department and Agencies/sectors effectively coordinate and implement targeted public sector reforms by 2020 1.3.1.1: No. of MDAs developing and implementing strategic development plans and frameworks and complying with NDP II Priorities. B: 1(2013); T: 5; S: Sector review reports 1.3.1.2: No. of new PPPs providing innovative solutions for development (IRRF 7.6.1) B: 0 (2014); T: 3; S: Sector review reports 1.3.1.3: Existence of strategic functional management information system informing policy direction B: No (2013); T: Yes; S: Sector review reports</p>
<p>Applicable Output(s) from the UNDP Strategic Plan: Outcome 1 - Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance Outcome 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change Outcome 7: Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles</p>
<p>Project title and Atlas Project Number: Capacity Development for Aid Effectiveness, CPD Implementation and Direct Project Costing Project</p>

¹ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (ATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

EXPECTED OUTPUTS	OUTPUT INDICATORS ²	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2017	2018	2019	2020	FINAL	
Output 1: Enhanced programme cost recovery and/or direct project costing to the implementation of the UNDP Country Programme.	(a) 64398 – Direct Project Costs in USD– Staffing	Project/Programme Documents/ Project reports/AWPs	\$1,349,000	2016	\$1,323,912	\$1,264,249	\$850,844	\$675,723		Annual/quarterly reviews
	(b) 74598 – Direct Project Costs in USD – General Operating Expenses (GOE)	Project/Programme Documents/ Project reports/AWPs	\$0	2016	567,391	541,821	364,647	289,595		Annual/quarterly reviews
	Number of staff benefiting from DPC	Project/Programme Documents/ Project reports/AWPs	45	2016	50	55	59	59		Annual/quarterly reviews
Output 2: Improved Effectiveness of Development Cooperation, & CPD Implementation	A CPD annual portfolio review report/minutes in place	Annual portfolio review report/minutes in place	A CPD annual portfolio review report/minutes in place	2014	1 Report on CPD portfolio performance for 2016	1 Report on CPD portfolio performance for 2017	1 Report on CPD portfolio performance for 2018	1 Report on CPD portfolio performance for 2016	4 annual Reports on CPD portfolio performance	Annual/quarterly reviews

² It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

EXPECTED OUTPUTS	OUTPUT INDICATORS?	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	2017	2018	2019	2020	FINAL	306 UNDP staff and partner capacities enhanced	
Activity Result 2.1: <u>Effective, Efficient Oversight of the CPD Programme</u>	Number of staff with skills and knowledge in target areas	Training report	106	2016	50 more UNDP staff and partner capacities enhanced	50 more UNDP staff and partner capacities enhanced	50 more UNDP staff and partner capacities enhanced	50 more UNDP staff and partner capacities enhanced	50 more UNDP staff and partner capacities enhanced	306 UNDP staff and partner capacities enhanced	Annual/quarterly reviews
			Annual NIM audit report	Annual NIM audit report	1 annual NIM audit completed	1 annual NIM audit completed	1 annual NIM audit completed	1 annual NIM audit completed	4 annual NIM audit completed	Annual/quarterly reviews	
Action 1: <u>Programme Oversight of the CPD</u>	Provide financial and technical support to enhance capacities of implementing partners/responsible parties and UNDP staff through regular orientation, training, office retooling and learning events attendance	Annual NIM audit report in place	Annual NIM audit report	2015	1 annual NIM audit completed	1 annual NIM audit completed	1 annual NIM audit completed	1 annual NIM audit completed	1 annual NIM audit completed	30 HACT micro-assessment reports	Annual/quarterly reviews
					5 HACT micro-assessment reports	5 HACT micro-assessment reports	5 HACT micro-assessment reports	5 HACT micro-assessment reports	5 HACT micro-assessment reports	30 HACT micro-assessment reports	Annual/quarterly reviews
Action 2: <u>Activity Result 2.1: Effective, Efficient Oversight of the CPD</u>	Provide functional, oversight, monitoring and NEX audit mechanism for CPD projects	Number of HACT micro-assessment reports	HACT website	2016	5 HACT micro-assessment reports	5 HACT micro-assessment reports	5 HACT micro-assessment reports	5 HACT micro-assessment reports	15 HACT micro-assessment reports	30 HACT micro-assessment reports	Annual/quarterly reviews
					5 HACT micro-assessment reports	5 HACT micro-assessment reports	5 HACT micro-assessment reports	5 HACT micro-assessment reports	5 HACT micro-assessment reports	30 HACT micro-assessment reports	Annual/quarterly reviews
Action 3: <u>Conduct HACT macro/micro assessment processes</u>	Conduct HACT macro/micro assessment processes	Number of planned evaluations conducted	Evaluation Resource Center site	2016	3 evaluations	4 evaluations	4 evaluations	4 evaluations	4 evaluations	15 evaluations	Annual/quarterly reviews
					4	4	4	4	4	15	Annual/quarterly reviews
Action 4: <u>Conduct an Annual portfolio review on UNDP/UN agencies</u>	Conduct an Annual portfolio review on UNDP/UN agencies	A functional aid management platform	Sector reports	2016	Fully	Fully	Fully	Fully	Fully	Fully	Annual/quarterly reviews
					Partial	2016	Fully	Fully	Fully	Fully	Annual/quarterly reviews
Action 5: <u>Implement the Country Programme evaluation plan</u>	Implement the Country Programme evaluation plan	A functional aid management platform	Sector reports	2016	Partial	Fully	Fully	Fully	Fully	Fully	Annual/quarterly reviews
					2016	Fully	Fully	Fully	Fully	Annual/quarterly reviews	

EXPECTED OUTPUTS	OUTPUT INDICATORS ²	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
			Value	Year	2017	2018	2019	2020	FINAL		
Action 6: Support Aid Effectiveness mechanisms											
<u>Activity Result 2.2: Strategic Communication, Advocacy and Visibility of the CPD Programme</u>	UNDP Annual Report in place	UNDP website	UNDP Annual Report	2016	1 UNDP Annual Report	1 UNDP Annual Report	1 UNDP Annual Report	1 UNDP Annual Report		4 UNDP Annual Reports	Annual/quarterly reviews
Action 1: Position UNDP as a partner of choice and thought leader in the fight against poverty, inclusion and SDGs	Up-to-date website in place	UNDP website	UNDP website	2016	Annual up-to-date website	Annual up-to-date website	Annual up-to-date website	Annual up-to-date website		Annual up-to-date website	Annual/quarterly reviews
Action 2: Communicate UNDP's work and achievements more effectively	Updated corporate brochure in place	UNDP website	Updated corporate brochure	2016	1 corporate brochure updated	1 corporate brochure updated	1 corporate brochure updated	1 corporate brochure updated		4 corporate brochures (updated annually)	Annual/quarterly reviews
Action 3: Scale up the organization's advocacy work with partners in and outside of the country and region (South to South and Triangular partnerships)	Op-eds in place	UNDP website	Op-eds in place	2016	4 Op-eds published	4 Op-eds published	4 Op-eds published	4 Op-eds published		16 Op-eds published	Annual/quarterly reviews
Action 4: Enhance Internal communication and CO's ability to communicate, including effective	Video blogs in place	UNDP website	video blogs	2016	2 video blogs	2 video blogs	2 video blogs	2 video blogs		8 video blogs	Annual/quarterly reviews

EXPECTED OUTPUTS	OUTPUT INDICATORS?	DATA SOURCE	Value	Year	TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS		
					2020	2019	2018	2017			
<p>mainstreaming of gender in CO communications.</p> <p>Output 3: Enhanced SDG Implementation through Policy Innovation and effective Planning.</p>	<p>Output 1</p> <p>Selected Ministers, Department and Agencies /sectors effectively coordinate and implement targeted public sector reforms by 2020 (Partners: MoFPED, NPA, Academia, DPs, CSOs)</p> <p>Activity Result 1: A strong evidence base for design and implementation of government policies and programmes</p> <p>Action 1: Establish a platform for disseminating knowledge products and deliberating on topical issues to inform policy</p>	<p>1.3.1.1: No. of MDAs and LGS developing and implementing strategic development plans and frameworks and complying with NDPPII Priorities.</p> <p>Selected Ministers, Department and Agencies /sectors effectively coordinate and implement targeted public sector reforms by 2020 (Partners: MoFPED, NPA, Academia, DPs, CSOs)</p> <p>Activity Result 1: A strong evidence base for design and implementation of government policies and programmes</p> <p>Action 1: Establish a platform for disseminating knowledge products and deliberating on topical issues to inform policy</p>	<p>dialogue and media reports</p>	<p>1</p>	<p>2016</p>	3 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	10	Review of reports and secondary data
						2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	8	diagnostic studies published and disseminated
						2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	8	diagnostic studies published and disseminated
						2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	8	diagnostic studies published and disseminated
						2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	8	diagnostic studies published and disseminated
						2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	8	diagnostic studies published and disseminated
						2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	8	diagnostic studies published and disseminated
						2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	8	diagnostic studies published and disseminated
						2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	8	diagnostic studies published and disseminated
						2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	2 diagnostic studies published and disseminated	8	diagnostic studies published and disseminated

EXPECTED OUTPUTS	OUTPUT INDICATORS ²	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
			Value	Year	2017	2018	2019	2020	FINAL		
Action 2: Prepare evidence-based knowledge products to inform policy		Published knowledge products									
<p><u>Activity Result 2: Relevant institutions with enhanced capacity to plan, implement and monitor public policies and programmes</u></p> <p>(Partners: OPM, MoFPED, NPA, MoFA, MEMD, MoWE, Private sector, Academia, DPs, CSOs, UNDESA)</p> <p>Action 1: Build the capacity of relevant MDAs and non-state actors to model policies for Sustainable Development</p> <p>Action 2: Support the government to design and evaluate plans and programmes</p> <p>Action 3: Support the resource mobilisation, domestication, monitoring, evaluation and reporting for/of SDGs</p>	<p>Targets (2018)</p> <p>By 2018, selected MDAs and LGs with enhanced technical capacities and tools to promote institutional effectiveness and efficiency at central and decentralized levels and a culture of transparency, accountability and zero tolerance to corruption</p>				<p>15 experts facilitated to participate in regional and international events</p> <p>1 Impact evaluation of Evaluation completed.</p> <p>8 DARC staff capacity needs supported</p> <p>2 SDG knowledge products produced.</p>	<p>15 experts facilitated to participate in regional and international events</p> <p>1 Multi-institutional core-modelling team for sustainable development functional</p> <p>2 SDG diagnostic products produced</p>	<p>15 experts facilitated to participate in regional and international events</p> <p>2 SDG diagnostic products produced</p>	<p>15 experts facilitated to participate in regional and international events</p> <p>2 SDG diagnostic products produced</p>	<p>75 experts facilitated to participate in regional and international events</p> <p>1 Multi-institutional core-modelling team for sustainable development functional</p> <p>1 Impact evaluation of Evaluation completed.</p> <p>8 SDG diagnostic products produced</p>	<p>Review of reports and secondary data</p>	

EXPECTED OUTPUTS	OUTPUT INDICATORS ²	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					METHODS & COLLECTION RISKS
			Value	Year	2017	2018	2019	2020	FINAL	
Action 4: Conduct TNA ³ impact and outstanding capacity gaps Action 5: Support UNDP staff and experts from MDAs and non-state actors to participate in regional and international events relevant to Uganda's development										

³ Refers to the Training Needs Assessment carried out for the MoFPED (ALD now DARC Department) in the 2010-2015 programme cycle).

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: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost annually (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.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	All partners as relevant	\$1,000
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.	Quarterly	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.	All partners as relevant	\$2,000
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.	All partners as relevant	\$800
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.	All partners as relevant	\$5,000
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.	All partners as relevant	\$1,000

Cost (if any) annually	Partners (if joint)	Expected Action	Frequency	Purpose	Monitoring Activity
\$2,000	All partners as relevant		Annually, and at the end of the project (final report)	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.	Project Report
\$1,000	All partners as relevant	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Specify frequency (i.e., at least annually)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, 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.	Project Review (Project Board)

Evaluation Plan⁴

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation		Citizen expectations for voice, development, rule of law and accountability are met by stronger systems of democratic governance.	By the end of 2020, targeted public institutions and Public-Private Partnerships are fully functional at all levels, inclusive, resourced, performance-oriented, innovative and evidence-seeking supported by a strategic evaluation function; and with Uganda's population enforcing a culture of mutual accountability, transparency and integrity.	By Dec 2018	UNDP (Uganda CO, RSC, HQ) IP & RPs Citizenry of Uganda	\$10,000 UNDP
Terminal Evaluation		Citizen expectations for voice, development, rule of law and accountability are met by stronger systems of democratic governance.	By the end of 2020, targeted public institutions and Public-Private Partnerships are fully functional at all levels, inclusive, resourced, performance-oriented, innovative and evidence-seeking supported by a strategic evaluation function; and with Uganda's population enforcing a culture of mutual accountability, transparency and integrity.	By Dec 2020	UNDP (Uganda CO, RSC, HQ) IP & RPs Citizenry of Uganda	\$10,000 UNDP

⁴ Optional, if needed

VII. MULTI-YEAR WORK PLAN 56

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (US\$)				RESPONSIBLE PARTY	PLANNED BUDGET		
		2017	2018	2019	2020		Funding Source	Budget Description	Amount (US\$)
Output 1: Enhanced programme cost recovery and/or direct project costing to the implementation of the UNDP Country Programme.	Result 1: Direct Project Costing Recovery								
	Activity 1.1.1: Collect Direct Project Costs in USD - Staffing (64398)	1,323,912	1,264,249	850,844	675,723	UNDP	UNDP/Other Donors	Staffing	4,114,727
	Activity 1.1.2: Collect Direct Project Costs in USD - General Operating Expenses (GOE) (74598)	567,391	541,821	364,647	289,595	UNDP	UNDP/Other Donors	Office costs	1,763,455
	Sub-Total for Result 1	1,891,303	1,806,070	1,215,491	965,318				5,878,182
Output 2: Improved Effectiveness of Development Cooperation, & CPD Implementation	Result 2.1: Effective, Efficient Oversight of the CPD Programme								
2.1 Activity: Provide financial and technical support to enhance capacities of implementing partners and UNDP staff through regular orientation, training, office retooling and learning events attendance	2.1.1 Activity: Provide financial and technical support to enhance capacities of implementing partners and UNDP staff through regular orientation, training, office retooling and learning events attendance	45,000	45,000	45,000	40,000	UNDP	UNDP/Other Donors	Staff Training	195,000
								equipment	
								logistics	
	2.1.2 Activity: Support the functional monitoring, oversight and NEX audit mechanism for CPD projects	30,000	30,000	30,000	30,000	20,000	UNDP	UNDP/Other Donors	Staff Training
								equipment	
								field travel costs	
Total for Output 1	1,891,303	1,806,070	1,215,491	965,318				5,878,182	

⁵ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁶ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (US\$)				RESPONSIBLE PARTY	PLANNED BUDGET		
		2017	2018	2019	2020		Funding Source	Budget Description	Amount (US\$)
								Logistics	
	2.1.3 Activity: Undertake HACT macro/micro assessment processes	15,000	15,000	15,000	45,000	UNDP	UNDP	Consultancy	90,000
								Logistics	
	2.1.4 Activity: Organise annual portfolio review on UNDP/UN agencies	3,000	3,000	3,000	3,000	MoFPED	UNDP	Meeting costs	120,000
								Reporting	
	2.1.5 Activity: Implement the Country Programme evaluation plan	30,000	30,000	30,000	30,000	UNDP	UNDP/Other Donors	Budgetary cost for implementation	120,000
	2.1.6 Activity: Support aid management platform/mechanisms	20,000	20,000	20,000	20,000	UNDP	UNDP/Other Donors	Consultancy	80,000
								Meeting costs	
								Training costs	
	Sub-Total for Result 2.1	143,000	143,000	143,000	158,000				715,000
	Result 2.2: Strategic Communication, Advocacy and Visibility of the CPD Programme								
	Result 2.2.1: Position UNDP as a partner of choice and thought leader in the fight against poverty, inclusion and SDGs								
	2.2.1.1. Activity: Develop template narratives on key priority programming – key messages					UNDP	UNDP	IEC Materials	0
								consultancy	
								publication	
	2.2.1.2 Activity: Organise/ participate in strategic visibility events: e.g. Public Dialogues					UNDP	UNDP	In-house preparation	0
	2.2.1.3 Activity: Activate the UNDP Uganda Perspectives page on the website					UNDP	UNDP	In-house preparation	0
	2.2.1.4 Activity: Publish at least one OP-Ed every quarter on UN key days as well as UNDP key events					UNDP	UNDP	In-house preparation	0
	2.2.1.5 Activity: Support ROAR inputs & editing					UNDP	UNDP	In-house preparation	0

EXPECTED OUTPUTS	PLANNED ACTIVITIES				Planned Budget by Year (US\$)				RESPONSIBLE PARTY	PLANNED BUDGET		
	2017	2018	2019	2020	Funding Source	Budget Description	Amount (US\$)					
<p>2.2.1.6. Activity: Produce Annual report (including design and print)</p> <p>2.2.1.7. Activity: Bi-monthly Updates to the CO website</p> <p>2.2.1.8. Activity: Produce updated UNDP corporate brochure as well as specific programme briefs with accompanying folder (including design and print)</p> <p>2.2.1.9. Activity: Media reach out for increased visibility and information sharing for key UN days, events and programme areas – Newspaper supplements, TV & radio commercials, and talk shows.</p> <p>2.2.1.10 Activity: Produce key UNDP visibility materials for distribution to partners and for use during events including – UNDP Banners, Diaries, Notebooks, Calendars, photography etc.</p> <p>2.2.1.11 Activity: Promote UN/UNDP Corporate initiatives such as – SDGs, Gender Seal etc.</p> <p>2.2.1.12 Activity: Design and print services for Country office documentation</p> <p>2.2.1.13 Activity: Commission short animations, documentary / video blogs by CD/RR on focus areas.</p> <p>Result 2.2.2: Scale up the organization's advocacy work with partners in the UN System, and outside of the country and region (South to South and Triangular partnerships)</p> <p>2.2.2.1 Activity: Contribute at least one story for each quarterly DAO UN newsletter</p>	3,000	3,000	3,000	3,000	UNDP	Consultancy	12,000		UNDP	In-house preparation	0	
					UNDP	Printing Costs	12,000		UNDP	Advertising Costs	40,000	
		10,000	10,000	10,000	10,000	UNDP	Contractual Services	40,000		UNDP	Advertising Costs	40,000
		2,500	2,500	2,500	2,500	UNDP/Other Donors	Advertising Costs	10,000		UNDP/Other Donors	Logistics	10,000
		5,000	5,000	5,000	5,000	UNDP/Other Donors	Printing Services	20,000		UNDP/Other Donors	Printing Services	20,000
		5,000	5,000	5,000	5,000	UNDP	Consultancy	20,000		UNDP	Consultancy	20,000
		5,000	5,000	5,000	5,000	UNDP	UNDP/Other Donors			UNDP	UNDP/Other Donors	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (US\$)				RESPONSIBLE PARTY	PLANNED BUDGET		
		2017	2018	2019	2020		Funding Source	Budget Description	Amount (US\$)
	2.2.2. 2 Activity: Attend and contribute to UNGC meetings & activities especially during UN week (this includes an annual financial contribution to joint activities)	5,000	5,000	5,000	5,000	UNDP	UNDP/Other Donors	Logistics cost-sharing	20,000
	Result 2.2.3: Strengthened Internal communication and effective mainstreaming of gender in CO communications.					UNDP	UNDP/Other Donors	In-house preparation	0
	2.2.3.1. Activity: Learning - training for communication unit and other staff as well in different aspects of communication	2,500	2,500	2,500	2,500	UNDP	UNDP/Other Donors	Workshop costs	10,000
	2.2.3.2. Activity: Promote UNDP effective participation at key events on corporate initiatives – Gender, SDGs etc.					UNDP	UNDP/Other Donors	In-house preparation	0
	2.2.3.3. Activity: Support and participate in the CO gender focal team and other office focal teams.					UNDP	UNDP/Other Donors	In-house preparation	0
	2.2.3.4. Activity: Communication unit strengthened with extra equipment – one camera flash, voice recorder, digital material external storage disks.	5,000				UNDP	UNDP/Other Donors	Equipment	5,000
	2.2.3.5. Activity: Communications Unit strengthened with extra human resource – 1 UNV.	12,195	12,195	12,195		UNDP	UNDP/Other Donors	UNV	48,780
	Sub-Total for Result 2.2	63,195	58,195	58,195	46,000				237,780
	Total for Output 2	206,195	201,195	201,195	204,000				952,780
Output 3: Enhanced SDG Implementation through Policy Innovation and Effective Planning	Result 3.1: A strong evidence base for design and implementation of government policies and programmes (Establish a platform for disseminating knowledge products and deliberating on topical issues to inform policy)								
	3.1.1. Activity: Support Makerere University and MFPED to hold a high-level policy dialogue on topical issues	50,000	50,000	50,000	50,000	UNDP, Makerere University	UNDP/Other Donors	Consultancy Consultancy, Events management	200,000

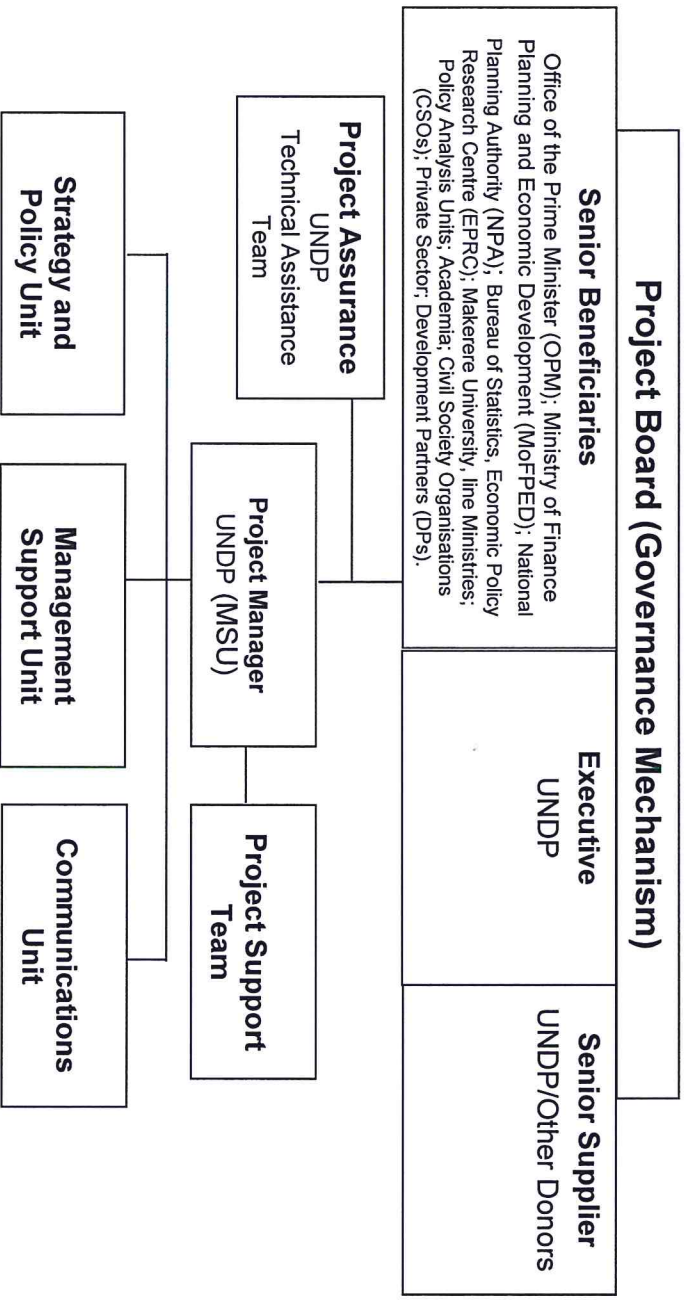
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (US\$)				RESPONSIB LE PARTY	PLANNED BUDGET		
		2017	2018	2019	2020		Funding Source	Budget Description	Amount (US\$)
3.1.2 Activity: Convene Quarterly UNDP breakfast Series	3.1.3 Activity: Disseminate knowledge products	40,000	40,000	40,000	40,000	UNDP, EPRC	r Donors	UNDP/Othe Logistics	160,000
	3.1.3 Activity: Convene Quarterly UNDP breakfast Series	40,000	40,000	40,000	40,000	UNDP, EPRC	r Donors	UNDP/Othe Logistics	160,000
	3.1.2 Activity: Convene Quarterly UNDP breakfast Series	35,000	35,000	35,000	35,000	UNDP, Makerere, EPRC	r Donors	UNDP/Othe Logistics	140,000
	3.2.1 Activity: Unlocking the institutional effectiveness puzzle for sustainable development	15,000				UNDP	r Donors	UNDP/Othe Consultancy	
	3.2.2 Activity: Report for the International Conference on the Emergence of Africa (production and presentation).					MoFPED, UNDP	r Donors	UNDP/Othe Consultancy	15,000
	3.2.3 Activity: Preparation of the Uganda Human Development Report 2018		300,000			UNDP	r Donors	UNDP/Othe Consultancy field work advocacy	300,000
	3.2.4 Activity: Poverty Status Report, 2017		65,000			MoFPED, UNDP	r Donors	UNDP/Othe Consultancy field work advocacy	130,000
	3.2.5 Activity: Sustainable Development Report, 2018		50,000			MoFPED, UNDP	r Donors	UNDP/Othe Consultancy field work advocacy	100,000
	3.2.6 Activity: Simulating the impact of oil on human development	30,000				UNDP, EPRC, MEMD	r Donors	UNDP/Othe In-house preparation	30,000
	Sub-Total for Result 3.1 and 3.2		170,000	540,000	125,000	240,000			1,075,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (US\$)				RESPONSIBLE PARTY	PLANNED BUDGET		
		2017	2018	2019	2020		Funding Source	Budget Description	Amount (US\$)
	<p>Result 3.3: Relevant institutions with enhanced capacity to plan, implement and monitor public policies and programmes</p> <p>(Build the capacity of relevant MDAs and non-state actors to model policies for sustainable development)</p>		60,000	60,000	60,000	MFPED, MEMD, MWE, NPA, UNDP, UNDESA	UNDP/Other Donors	Training workshops	180,000
	3.3.1 Activity: Support the enhancement of technical competencies/skills among staff at ALD	45,000	45,000	45,000	40,000	MoFPED, UNDP	UNDP/Other Donors	Staff Training logistics	175,000
	3.3.2 Activity: Support the preparation of the National Development Report (NDR)	100,000	100,000	-	-	NPA	UNDP/Other Donors	Technical support through IE programme	200,000
	3.3.3 Activity: Support government to conduct an NDPII mid-term review		-			NPA	UNDP/Other Donors	Technical support through IE programme	0
	3.3.4 Activity: Support the preparation of the National Industrialisation Strategy and Action Plan	150,000				MoTIC, NPA, OPM, World Bank, ADB, China, UNIDO, UNDP	UNDP/Other Donors	Consultancy (local & international) workshops	150,000
	<p>Result 3.4: Government to design and evaluate plans and programmes supported</p>	35,000				NPA, UNDP, UBoS, MoFPED, OPM, UN Agencies	UNDP/Other Donors	Meetings consultancies	35,000
	3.4.1 Activity: Support NPA to integrate SDG indicators in the NDPII Results and Reporting Framework								
	3.4.2 Activity: Support government to collect baseline data for NDPII and SDG indicators		100,000			UBoS, NPA, MoFPED, OPM, UNDP, UN Agencies	UNDP/Other Donors	Surveys validations/consultations	100,000
	3.4.3 Activity: Support operationalisation of the SDG coordination framework within the UN and GoU (hire international UNV, meetings to finalise roadmap, e.tc.)	70,000	70,000	70,000	70,000	UNDP, OPM, UBoS, NPA, MoFPED	UNDP/Other Donors	Meetings consultancies	280,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (US\$)				RESPONSIBLE PARTY	PLANNED BUDGET	
		2017	2018	2019	2020		Funding Source	Budget Description Amount (US\$)
	3.4 Activity: Support the production of the SDG Reports/advocacy materials		100,000	30,000	100,000	UNDP, OPM, MOFPED, NPA, UN agencies	UNDP/Other Donors	230,000
							UNDP, MDPs	Surveys, validations/consultations, workshops
	3.4.5 Activity: Support UNDP staff and Experts from MDAs and non-state actors to contribute to policy discussions and share experiences on Sustainable development		70,000	70,000	70,000		UNDP/Other Donors	1,630,000
	Sub-Total for Result 3.3 & 3.4		470,000	545,000	275,000	340,000		1,630,000
	Total for Output 3		640,000	1,085,000	400,000	580,000		2,705,000
GRAND TOTAL			2,737,498	3,092,265	1,816,686	1,749,318		9,535,962

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Project Organisation Structure



Project Board

The Project Board comprises of OPM, MFPED, NPA, and representatives from CSOs, the private sector and UNDP. The Executive role will be held by UNDP, while MoFPED will chair the Board. UNDP and other donors are the Senior Supplier. All institutions on the Board will be represented by their substantive heads or their designated representatives with authority to make decisions at the Board meetings. The development partners to the Board are those with complementary programmes in the country.

The Project Board will serve as the highest policy organ for overseeing smooth and timely implementation. Specifically, it will perform the following functions.

- i. Provide policy, strategic and oversight for the project, including reaching consensus on all the necessary policy level decisions and approvals of annual work plans and budgets.
- ii. Ensures that the project remains focused to contribute to UNDAF and NDP II.
- iii. Ensure that resources for the project implementation are availed in time and used in conformity with approved and costed work plans.
- iv. Coordinate all responsible parties with respect to their activity result areas.
- v. Identify and partner with other UN agencies, development partners, CSOs and the private sector.
- vi. Ensures that the partners submit both technical and financial reports on time and in accordance with the UNDP standards.
- vii. Provide guidance on the qualities of key projects staff to be recruited and participate in the recruitment process.
- viii. Ensure professionalism, ethics and integrity in the implementation of the project.
- ix. Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded.
- x. Assess and decide on project changes based on risk analysis.

The Senior Supplier

UNDP as Senior Supplier in the Board is represented by the Country Director or a designated representative. UNDP will cater for the interests of all parties by providing funding and technical assistance to the programme. UNDP will release funds on the basis of well formulated work plans and budgets by partners, and approved by the Project Board. UNDP will facilitate the procurement of goods and services. It will also take responsibility to identify and field missions for monitoring, mid-term review, end of programme evaluation and audits. UNDP will identify and field technical assistance from South-South Technical Cooperation to offer technical back stopping and international best practices. It will participate in the recruitment of project technical staff.

The Implementing Partner

The Implementation Partner [IP] is UNDP. It is the authorised entity with authority to approve and sign work plans as well as sign and certify all the deliverables under the project.

Responsible Parties

The responsible parties will include; Office of the Prime Minister (OPM); Ministry of Finance Planning and Economic Development (MoFPED); National Planning Authority (NPA); Uganda Bureau of Statistics, Economic Policy Research Centre (EPRC); Makerere University, line Ministries; Policy Analysis Units; Academia; Civil Society Organisations (CSOs); Private Sector; Development Partners (DPs). They will be responsible to the IP for implementation of specific project as relevant and outlined in the RRF.

Project Manager

The Project Manager will be an official seconded by the implementing partner. This role will be fulfilled under the Management Support Unit of UNDP

The specific tasks of the project manager will include:

- i. Manage on day to day basis the programme activities, resources and subordinate staff.
- ii. Coordinate team work among RPs and maintain open communication with them.
- iii. Detect risks and challenges in time and inform the Programme Board in time.
- iv. Ensure that resources are used and dully accounted for in accordance with the laid down systems, procedures and practices.
- v. Participate in high policy level meetings that would add value to the implementation of the Programme.
- vi. Condense and summarise annual work plans and progress reports for timely submission to the Programme Board.
- vii. Coordinate internal and external missions, consultancies, audits among responsible parties
- viii. Organise retreats for responsible parties to share lessons, exchange ideas and build team work.
- ix. Maintain the safety of the programme assets.
- x. Appraise performance of support annually and inform the Project Board.
- xi. At the end of the project, prepare and summarize the project deliverables in preparation for mandatory closure.

Project Assurance

UNDP shall be responsible for project assurance. This will involve quality standards decided upon by the Board by keeping track of progress against the baselines or benchmarks. It will also perform regular monitoring activities, ensuring funds are released to partners in time for the project outputs and activities. In addition, UNDP will provide periodic evaluations to ensure that: the project is being implemented as designed, maintains synergies with other projects and programmes, and is contributing to CPD and UNDAF outcomes.

The specific responsibilities will include:

- i. Ensure that decisions from the project board are followed up and implemented.
- ii. Ensure that risks are controlled and monitored in time.
- iii. Maintain liaison with partners under the project and offer technical back stopping.
- iv. Ensure that substantive reporting of the project, accountability and use of resources is in conformity with UNDP standards.
- v. Participate in field monitoring, missions and relevant meetings.
- vi. Ensure that project output decisions and activity definitions including description and quality criteria are recorded in ATLAS project management module to facilitate monitoring and reporting.
- vii. On closure of the project, ensure project is operationally closed in ATLAS, ensure all financial transactions are in ATLAS and accounts closed financially in ATLAS.

UNDP Support Services

Upon request by Government, UNDP may provide direct project services in the following areas:

- Assistance with and/or recruitment of long-term or short-term technical personnel in accordance with UNDP rules and regulations.
- Procurement of specific goods and services for the programme in cases where UNDP has a competitive advantage, e.g. import of specific goods or services from abroad. However, in general procurement will be done using national procurement systems and procedures where possible as long as key principles of competitiveness, accountability and transparency are followed.
- Identification and facilitation of training activities

Responsible Party

- RPs are selected to act on behalf of the Implementing Partner on the basis of a written agreement or contract to purchase goods or provide services using the programme budget to carry out programme activities and produce outputs.
- All Responsible Parties are directly accountable to the Implementing Partner in accordance with the terms of their agreement or contract with the Implementing Partner.
- Implementing Partner select and use Responsible Parties in order to take advantage of their specialized skills, to mitigate risk and to relieve administrative burdens.
- Responsible Parties may be UNDP, other UN agencies, Government agencies, NGOs, CSOs and private firms and should be listed in the annual work plan and draft terms of reference for their services attached to the programme document.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

Select the relevant one from each drop down below for the relevant standard legal text:

1. Legal Context:

- ✓ Country has signed the Standard Basic Assistance Agreement (SBAA)
- Country has not signed the Standard Basic Assistance Agreement (SBAA)
- Regional or Global project

2. Implementing Partner:

- Government Entity (NIM)
- UNDP (DIM)
- CSO/NGO/IGO
- UN Agency (other than UNDP)
- Global and regional projects

This programme document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Uganda and UNDP, signed on April 1, 1977.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- 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;
- Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

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 this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Programme Document are 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

RISK MANAGEMENT STANDARD CLAUSES

Option b. UNDP (DIM)

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds]⁸ [UNDP funds received pursuant to the Project Document]⁹ are 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/qa_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/sec>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (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.

X. ANNEXES

ANNEX I

Project Quality Assurance Report

OUTPUT 1 Enhanced programme cost recovery and/or direct project costing to the implementation of the UNDP Country Programme.		
Activity 1.1 (Atlas ID)	Result Activity	Start Date: February 2017 End Date: December 2020
	<i>Strategic Communication, Advocacy and Visibility of the CPD Programme</i>	
Purpose	To enhance the capacity of UNDP to be better placed to deliver on the CPD by ensuring effective and efficient implementation, as well as Project/programme Quality Assurance.	
Description	The following activities will be completed under this activity results:	
	(a) 64398 – Compile Direct Project Costs in USD– Staffing	
	(b) 74598 – Compile Direct Project Costs in USD – General Operating Expenses (GOE)	
	(c) Compute UNDP recovery costs including staffing	

⁸ To be used where UNDP is the Implementing Partner

⁹ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
a.) 64398 – Direct Project Costs in USD– Staffing	Review of annual reports	2017, 2018, 2018, 2020
(b) 74598 – Direct Project Costs in USD – General Operating Expenses (GOE)	Review of annual reports	2017, 2018, 2018, 2020
c) Number of staff benefiting from DPC	Review of annual reports	2017, 2018, 2018, 2020
OUTPUT 2: Improved Effectiveness of Development Cooperation, & CPD Implementation		
Activity Result 2.1 (Atlas Activity ID)	Activity result 2.1: <i>Effective, Efficient Oversight of the CPD Programme</i>	Start Date: February 2017 End Date: December 2020
Purpose	To enhance the capacity of DARC, IPs and UNDP to be better placed to deliver on the CPD by ensuring effective and efficient aid coordination, as well as Project/programme Quality Assurance.	
Description	The following activities will be completed under this activity results: <ol style="list-style-type: none"> 1. Training of staff DARC and UNDP to enhance technical competencies / skills for effective programme implementation, quality assurance and results reporting 2. Enhance capacities of implementing partners and UNDP staff through regular orientation, training, office retooling and learning events attendance 3. Support the functional monitoring and evaluation mechanism for aid coordination and management 4. Support the MoPED in domestic resource mobilisation (domestic borrowing) 5. Conduct HACT macro/micro assessment processes 6. Conduct an Annual portfolio review on UNDP/UN agencies 7. Implement the Country Programme evaluation plan 	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
A CPD annual portfolio review report/minutes in place	Review of annual reports	At the end of 2019
Number of staff with skills and knowledge in target areas	Review of annual reports	At the end of 2016
Annual NIM audit report in place	Review of annual reports	At the end of 2017, 2018, 2019 and 2020
Number of HACT micro-assessment reports	Review of annual reports	2017, 2018, 2018, 2020
Number of planned evaluations conducted	Review of annual reports	2018 and 2020

OUTPUT 2: Improved Effectiveness of development Cooperation, & CPD Implementation

Activity Result 2.2 (Atlas Activity ID)	Activity result 2.2: Strategic Communication, Advocacy and Visibility of the CPD Programme		Start Date: February 2017 End Date: December 2020
Purpose	To enhance the capacity of UNDP to be better placed to deliver on the CPD by ensuring effective and efficient implementation, as well as Project/programme Quality Assurance.		
Description	The following activities will be completed under this activity results: <ol style="list-style-type: none"> 1. Position UNDP as a partner of choice and thought leader in the fight against poverty, inclusion and SDGs 2. Communicate UNDP's work and achievements more effectively 3. Scale up the organization's advocacy work with partners in and outside of the country and region (South to South and Triangular partnerships) 4. Enhance Internal communication and CO's ability to communicate, including effective mainstreaming of gender in CO communications. 		
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>	
<i>UNDP Annual Report in place</i>	Review of annual reports	2017, 2018, 2019, 2020	
<i>Up-to-date website in place</i>	Review of annual reports	2017, 2018, 2019, 2020	
<i>Updated corporate brochure in place</i>	Review of annual reports	2017, 2018, 2019, 2020	
<i>Op-ed's in place</i>	Review of annual reports	2017, 2018, 2019, 2020	
<i>video blogs in place</i>	Review of annual reports	2017, 2018, 2019, 2020	

OUTPUT 3 : Enhanced SDG Implementation through Policy Innovation and effective Planning.

Activity Result 1 (Atlas Activity ID)	Result 3.1: A strong evidence base for design and implementation of government policies and programmes Result 3.3: Relevant institutions with enhanced capacity to plan, implement and monitor public policies and programmes Result 3.4: Government to design and evaluate plans and programmes supported	Start Date: February 2017 End Date: December 2020
Purpose	To enhance the capacity of UNDP and partners to have a strong evidence base for design and implementation of government policies and programme	
Description	The following activities will be completed under this activity results: Action 1: Establish a platform for disseminating knowledge products and deliberating on topical issues to inform policy Action 2: Prepare evidence-based knowledge products to inform policy Action 3: Build the capacity of relevant MDAs and non-state actors to model policies for sustainable development	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
<i>No. of MDAs and LGs developing and implementing strategic development plans and Frameworks and complying with NDPPI Priorities.</i>	Review of annual reports	2017, 2018, 2019, 2020

ANNEX 2

Social and Environmental Screening

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

<p>QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?</p>
<p><i>Briefly describe in the space below how the Project mainstreams the human-rights based approach</i></p>
<p>Project preparation process involved consultation with Human Rights Experts from within the UN and Government departments. As part of design, the project has identified a human right issue such as accountability and efficacy in the management of public affairs by the citizens and prescribed interventions to address these human rights issues. In addition the project will support relevant ministries, departments and agencies of government and selected Local Governments to engage with relevant civil society organizations, media, private sector and academic institutions to raise consciousness of the public to articulate their needs, defend their rights and demand for accountability and transparency in public affairs.</p>
<p><i>Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment</i></p>
<p>The project design and implementation of project interventions shall purposely target and benefit both women and men. Specific interventions targeted at improving gender equality and empowerment of women will be undertaken. For instance, the process to revise and formulate policies, regulations and strategic development plans will involve the consultation and participation of both women and men; and integrate gender concerns in the policies and regulations formulated. Further, the interventions aimed at strengthening gender responsive evidence based decision making in public sector will be undertaken. The project will also support interventions aimed at strengthening the MDAs capacities for gender responsive planning and budgeting.</p>
<p><i>Briefly describe in the space below how the Project mainstreams environmental sustainability</i></p>
<p>UNDP Country Office Environmental Focal Point organized a training session for UNDP staff on environmental and social screening procedure. This provided the necessary skills to the Programme team to identify environmental issues related to the project. The draft project document was subjected to social and environment screening procedure to identify if there any activities with potential adverse impact on the environment and prescribe mitigation measures.</p>

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><i>No risks identified</i></p>		<p>Impact and Probability (1-5)</p>	<p>Significance (Low, Moderate, High)</p>	<p>Comments</p>	<p><i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</i></p>
<p>Risk 1:</p>		<p>I = P =</p>	<p></p>	<p>Low</p>	<p><i>Neither ESIA nor SESA is required as this is a capacity building project</i></p>
<p>[add additional rows as needed]</p>		<p></p>	<p></p>	<p></p>	<p></p>
<p>QUESTION 4: What is the overall Project risk categorization?</p>					
<p>Select one (see SESP for guidance)</p>				<p>Comments</p>	
<p><i>Low Risk</i></p>			<p><input checked="" type="checkbox"/></p>	<p></p>	
<p><i>Moderate Risk</i></p>			<p><input type="checkbox"/></p>	<p></p>	
<p><i>High Risk</i></p>			<p><input type="checkbox"/></p>	<p></p>	
<p>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</p>					
<p>Check all that apply</p>				<p>Comments</p>	
<p><i>Principle 1: Human Rights</i></p>			<p><input checked="" type="checkbox"/></p>	<p></p>	
<p><i>Principle 2: Gender Equality and Women’s Empowerment</i></p>			<p><input checked="" type="checkbox"/></p>	<p></p>	

Signature	Date	Description
QA Assessor	6 th Feb 2017	Confirmed and approved as part of the Prodoc see MoFPED & UNDP Signature
QA Approver		Confirmed and approved as part of the Prodoc see MoFPED & UNDP Signature
PAC Chair		N/A

Final Sign Off

<input checked="" 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>

SESP: 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? ¹³	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? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No

¹³ 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.

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 ¹⁴ 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
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

¹⁴ 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.]

3.7	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? ¹⁵	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
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

¹⁵ 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.

6.8	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

ANNEX 3

Risk Analysis.

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

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted & Updated by	Last Update	Status
1	Inadequate number staff in participating MDAs and CSOs to timely implement the Programme activities	1 Feb, 2016	Operational / organisational	P = 3 I = 2	Establish strategic collaborations between Programme partners to augment their capacities UNDP in collaboration with the partners recruit additional staff to support Programme implementation	All Participating partners	Programme Formulation Team		
2	Political activities interrupting Program implementation especially in year 1	1 Feb, 2016	Political	P = 5 I = 2	Effective mobilisation of all key program stakeholders, including beneficiaries, to remain politically neutral	All Participating partners	Programme Formulation Team		
3	Stringent legal and administrative procedures such as requirements of the POMAs are likely to limit the participation of CSO	1 Feb, 2016	Regulatory	P = 3 I = 5	Effective mobilisation of top-level political and administrative support coupled with an effective publicity and communication strategy about all Programme activities	All Participating partners	Programme Formulation Team		

ANNEX 4

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

HACT Micro Assessments were conducted for the purposed partners: MoFPED, OPM, UBOS, etc.

ANNEX 5

Project Board Terms of Reference and TORs of key management positions

Project Board

The Board will be responsible for making by consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions will be made in accordance with standards that will ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In addition, the Project Board plays a critical role in UNDP commissioned project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It will be the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. Potential members of the Project Board will include:

Programme Director: individual representing the programme ownership to chair the group.

Development Partners: individuals or groups representing the interests of the parties concerned which provide funding and/or technical expertise to the project. Typically includes Implementing Partner, UNDP, and donors.

Beneficiary Representative: individuals or groups of individuals representing the interests of those who will ultimately benefit from the project. The primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Often CSO representative(s) can fulfil this role.

Project Assurance: Project Assurance is the responsibility of each Project Board member; however the role can be delegated. The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance will be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Officer, or M&E Officer, typically holds the Project Assurance role on behalf of UNDP.

Project Manager: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Outcome Board.

Project Support: The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.



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. ^v
- **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

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): <ul style="list-style-type: none"> ● 1: 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. 	3	2	Evidence Page 3
	1		

*Note: Management Action or strong management justification must be given for a score of 1

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): <ul style="list-style-type: none"> ● 3: The project responds to one of the three areas of development work¹⁶ as specified in the Strategic Plan, it addresses at least one of the proposed new and emerging areas¹⁷; 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 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. 	3	2	Evidence Page 5
	1		

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

¹⁷ 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

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>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%; text-align: center;">3</td> <td style="width: 33%; text-align: center;">2</td> <td style="width: 33%;"></td> </tr> <tr> <td style="text-align: center;">1</td> <td></td> <td></td> </tr> </table> <p>Select (all) targeted groups: (drop-down) Evidence Page 6</p>	3	2		1		
3	2						
1							
<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>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%; text-align: center;">3</td> <td style="width: 33%; text-align: center;">2</td> <td style="width: 33%;"></td> </tr> <tr> <td style="text-align: center;">1</td> <td></td> <td></td> </tr> </table> <p>Evidence Page 5, 17</p>	3	2		1		
3	2						
1							
<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 participatory 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> • 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><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%; text-align: center;">3</td> <td style="width: 33%; text-align: center;">2</td> <td style="width: 33%;"></td> </tr> <tr> <td style="text-align: center;">1</td> <td></td> <td></td> </tr> </table> <p>Evidence Page 11, 13, 22, 23</p>	3	2		1		
3	2						
1							
<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><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%; text-align: center;">3</td> <td style="width: 33%; text-align: center;">2</td> <td style="width: 33%;"></td> </tr> <tr> <td style="text-align: center;">1</td> <td></td> <td></td> </tr> </table> <p>Evidence Page 7, 8, 9, 27</p>	3	2		1		
3	2						
1							

SOCIAL & ENVIRONMENTAL STANDARDS

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):
- 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. *(All must be true to select this option)*
 - 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.

*Note: Management action or strong management justification must be given for a score of 1

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):

- 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. *(All must be true to select this option).*
- 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 appropriate management and mitigation measures incorporated into project design and budget.
- 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.

*Note: Management action or strong management justification must be given for a score of 1

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.]

Yes	No
SESP Not Required	

MANAGEMENT & MONITORING

10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):

- 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. *(All must be true to select this option)*
- 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. *(All must be true to select this option)*
- 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.

*Note: Management Action or strong management justification must be given for a score of 1

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?

Yes (3)	No (1)
Page 17	

<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> • 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>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> <tr> <td colspan="2">Page 27</td> </tr> </table>	3	2	1		Evidence		Page 27					
3	2												
1													
Evidence													
Page 27													
<p style="text-align: center;">EFFICIENT</p>													
<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>	<table border="1"> <tr> <td>Yes</td> <td>No</td> </tr> <tr> <td>(3)</td> <td>(1)</td> </tr> <tr> <td>Pages</td> <td></td> </tr> <tr> <td>17 -</td> <td></td> </tr> <tr> <td>26</td> <td></td> </tr> </table>	Yes	No	(3)	(1)	Pages		17 -		26			
Yes	No												
(3)	(1)												
Pages													
17 -													
26													
<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>	<table border="1"> <tr> <td>Yes</td> <td>No</td> </tr> <tr> <td>(3)</td> <td>(1)</td> </tr> <tr> <td>Pages</td> <td></td> </tr> <tr> <td>6,</td> <td></td> </tr> <tr> <td>7,</td> <td></td> </tr> <tr> <td>8, 9</td> <td></td> </tr> </table>	Yes	No	(3)	(1)	Pages		6,		7,		8, 9	
Yes	No												
(3)	(1)												
Pages													
6,													
7,													
8, 9													
<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. 	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> <tr> <td colspan="2">Page 20 -</td> </tr> <tr> <td colspan="2">26</td> </tr> </table>	3	2	1		Evidence		Page 20 -		26			
3	2												
1													
Evidence													
Page 20 -													
26													
<p>17. Is the Country Office fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> • 3: The budget fully covers all project costs that are 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, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL) • 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. 	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> <tr> <td colspan="2">Page 6</td> </tr> </table>	3	2	1		Evidence		Page 6					
3	2												
1													
Evidence													
Page 6													

<ul style="list-style-type: none"> • <u>1</u>: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <p><i>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</i></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"> • <u>3</u>: 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> • <u>2</u>: 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. • <u>1</u>: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3	2
	<p>Evidence</p> <p>Page 9</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?</p> <ul style="list-style-type: none"> • <u>3</u>: 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. • <u>2</u>: 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. • <u>1</u>: 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
	<p>Evidence</p> <p>NA</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)
	Page 17 - 19	

<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><i>*Note: Management Action or strong management justification must be given for a score of "no"</i></p>	Yes (3)	No (1)
	<p>Evidence</p> <p>Page 12 - 16</p>	

<p>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):</p> <ul style="list-style-type: none"> • <u>3</u>: The project has a realistic work plan & budget covering the duration of the project <i>at the activity level</i> to ensure outputs are delivered on time and within the allotted resources. • <u>2</u>: The project has a work plan & budget covering the duration of the project at the output level. • <u>1</u>: The project does not yet have a work plan & budget covering the duration of the project. 	3	2
	<p>Evidence</p> <p>Page 20 - 26</p>	

SUSTAINABILITY & NATIONAL OWNERSHIP

<p>23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • <u>3</u>: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. • <u>2</u>: The project has been developed by UNDP in close consultation with national partners. • <u>1</u>: The project has been developed by UNDP with limited or no engagement with national partners. 	3	2
	<p>Evidence</p> <p>Page 6, 7, 8</p>	

<p>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):</p>	3	2.5
	2	1.5
	1	

Evidence Page 8	Yes (3) Page 8, 9, 17, 18, 19	No (1)
<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. 		
<p>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?</p>		
<p>26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilization strategy)?</p>	<p>Yes (3) Page 8</p>	<p>No (1)</p>