

PROJECT DOCUMENT**[Multi-Country Project]****Project Title:** Solarisation of Head of State Residences in PIDF Member Countries**Project Number:** 115827/113240**Implementing Partner:** Pacific Islands Development Forum**Start Date:** 1 June 2020**End Date:** 1 June 2022**LPAC Meeting date:** 2 December 2019**Brief Description**

Solar photovoltaic (PV) systems will be installed on executive residences or other publicly-owned buildings of national importance in Fiji, Tonga, Kiribati, Nauru, Solomon Islands, Vanuatu, RMI, FSM, Palau, Tuvalu, Timor-Leste and at the PIDF headquarter in Suva, Fiji. On-site users will be trained to operate and maintain the PV based systems on a day-to-day basis. Finally, the project will include local and global public outreach and dialogue with policy makers on the need to accelerate the uptake of sustainable energy as part of meeting the Pacific Island Countries ambitious energy sector and climate change mitigation targets. The project is an example of a whole-of-society approach, specifically a multi stakeholder partnership, with partners from the public and private sectors, as well as civil society.

Contributing Outcome (United Nations Pacific Strategy 2018-2022): By 2022, people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability and disasters; and environmental protection is strengthened.

Indicative Outputs with gender marker:

- 1) Solar based power supplied to executive residences/buildings of national importance in Fiji, Tonga, Kiribati, Nauru, Solomon Islands, Vanuatu, RMI, FSM, Palau, Tuvalu, Timor-Leste and the PIDF headquarters (Gender marker: 0)
- 2) Onsite capacity established at the executive residences/buildings of national importance and the PIDF headquarter to successfully operate and maintain the solar PV systems on a day-to-day basis and the public is aware of the benefits of solar power (Gender marker: 1)

Total resources required (USD):	1,310,000	
Total resources allocated (USD):	UNDP (TRAC):	0
	India-UN Development Partnership Fund (Cash):	400,000
	India-UN Development Partnership Fund Commonwealth Window (Cash):	700,000
	In-kind Contribution Goods (Solaria):	90,000
	In-kind Contributions Services (PIDF, SHOS):	120,000
Unfunded (USD):	0	

Agreed by:

UNDP Pacific Office in Fiji	Pacific Islands Development Forum	UN Resident Coordinator
 Levan Bouadze, Resident Representative Date: 01.06.20	 Solo Mara, Secretary General Date: 01 June, 2020	 Sanaka Samarasinha, United Nations Resident Coordinator, Multi Country Office in Fiji. (01.06.20)

I. DEVELOPMENT CHALLENGE

The Pacific Island Countries (PICs) faces multiple energy challenges including: i) limited range of indigenous energy resources. E.g. only Papua New Guinea (PNG) has proven oil and gas reserves; ii) the high cost of developing energy resources and extending service to remote populations; iii) poor quality of energy data and trends; iv) a small base of skilled people to address the issues; and, v) weak bargaining positions with petroleum suppliers.¹ Regarding the electricity sector, access varies significantly. Nearly all the households in Niue, Nauru, Palau, Tokelau, Cook Islands, Samoa, Tonga and Tuvalu have electricity access, but in PNG, Vanuatu and Solomon Islands, overall electrification rates remain very low at about 20% of households or less. However, there are low-income households in most PICs, which use little electricity because of their high costs, even though these can be easily accessed. Electricity production accounts for roughly 40% of petroleum fuel use in the region. The long-term dependence on diesel generation (where the cost of fuel alone is typically at least US\$0.20-0.30/kWh) has meant that the cost of electricity has remained among the highest in the world. In addition, often dispersed consumers who use a limited amount of electricity mean that the cost of transmission and distribution is a disproportionate part of tariffs. Despite charges to consumers on the main grid systems in many PICs do not cover the full cost of supply, retail electricity tariffs in the PICs are among the highest in the world. The high tariffs mean that there is significant scope for renewable energy-based generation to deliver tariff reductions and improve the commercial viability of investments in renewable energy-based power generation. Overall, there is 'strong support for renewable energy in the Pacific, because of the need to address climate change and energy security, and to address high electricity costs.'² There is significant variation in the legal, policy and regulatory environment for renewable energy³, but in general 'absence of a strong institutional set-up, effective regulatory frameworks, and effective policies and incentives are...regarded as key obstacles...'⁴

The 'emergence of solar photovoltaic (PV) as a central solution across much of the Pacific is apparent'.⁵ Dramatic price reductions for solar panels over the past 10-years has brought the cost of solar generated electricity down to the point where it is competitive with most forms of commercial generation, which is particularly true for those grids where generation is mostly by diesel engines, as is the case in most of the PICs.⁶ In the PICs '...over 50 MW of grid connected solar is installed or committed making the countries of the Pacific region one of the highest per-capita users of grid connected solar in the world.'⁷ The following stages for grid-connected PV solar development in PICs have been recommended:⁸

- *Stage 1.* Installing a few large solar farms that are widely dispersed to minimize overall variations.
- *Stage 2.* Include several dispersed, rooftop installations on government owned buildings.
- *Stage 3.* Allow customers to install privately owned roof mounted grid-connected solar that is of a size consistent with the building's load and will not require increased feeder capacity. The systems should be widely dispersed and meet utility standards for equipment and installation.

¹ [Johnston, Peter \(2012\).](#)

² [entura \(2016\).](#)

³ [ECA \(2018\).](#)

⁴ [SPC \(2016\).](#)

⁵ [PPA & PRIF \(2018\).](#)

⁶ [Wade, Herbert A. \(2018, pp. 24-30\).](#)

⁷ Ibid.

⁸ Ibid.

Currently most PICs have a few relatively large PV plants feeding electricity into the main island grids. Generally, these are owned and operated by the state-owned power utilities and grant funded via official development assistance (ODA), but some are financed, owned and operated by private sector independent power producers (IPPs).⁹ Most utilities currently do not allow privately owned roof mounted grid-connected solar PV.¹⁰ Overall, most of the PICs still are at Stage 1, but ready to move to Stage 2 and some Stage 3. The [Pacific Island Development Forum \(PIDF\)](#) and the non-profit organization [Solar Head of State \(SHOS\)](#) consider the next stage to be the installation of adequate battery storage capacity to make up for cloudy days with inadequate sunlight or for instances of high electricity demand and in addition favours national policy changes to allow and promote off-grid solar PV connections.¹¹

In response to 'these challenges many Pacific island nations are targeting a scaling-up of renewable energy to off-set high diesel prices and seeking on and off grid solutions for improved power access, quality and efficiency.'¹² All PICs have submitted [nationally determined contributions \(NDCs\)](#) and [RMI](#) submitted its second in November 2018.¹³ Most Pacific Parties indicate either a 5 or 10-year implementation period (Tonga and Samoa with 2015 as the starting point and the rest the year 2020) and a few has included a longer-term vision for low-emission development (carbon neutral). The national climate change mitigation pledges address some of the major sources of national greenhouse gas (GHG) emissions, but the focus is on the energy sector.¹⁴ All concentrate on the power sector, mainly power generation (however, some include energy efficiency, and a few transportation). Most of the NDCs include GHG emission reduction targets (overall, energy sector or for the electricity sub-sector) and some have targets both for an unconditional and a conditional mitigation component. In addition, most include targets for the energy sector. Predominately the targets are on renewable energy-based power generation, specifically renewable energy as a percentage of electricity generated. Some ultimately aim for 100% renewable energy-based penetration, including Fiji, PNG, Samoa, Tuvalu, and Vanuatu. The energy sector targets in the NDCs are the same renewable and energy efficient targets that PICs already include in their energy sector policy and/or action plan documents. Finally, most of the NDCs consist of a conditional and an unconditional mitigation component and regarding the latter, common needs include finance, technology support and/or capacity development. In addition, a few PICs have published long-term decarbonization strategy document, including [RMI](#) and [Fiji](#). Figure 1 (next page) shows current share of renewable energy-based electricity generation vis-à-vis short/medium-term targets:

⁹ Refer to PPA & PRIF (2018), pp. 16-32 for a recent overview of the status of IPP involvement in the Cook Islands, Fiji, PNG, Samoa, Solomon Islands and Tonga.

¹⁰ Privately owned roof mounted grid-connected solar PV is allowed in Cook Islands (Rarotonga), Palau, Nauru and Tonga.

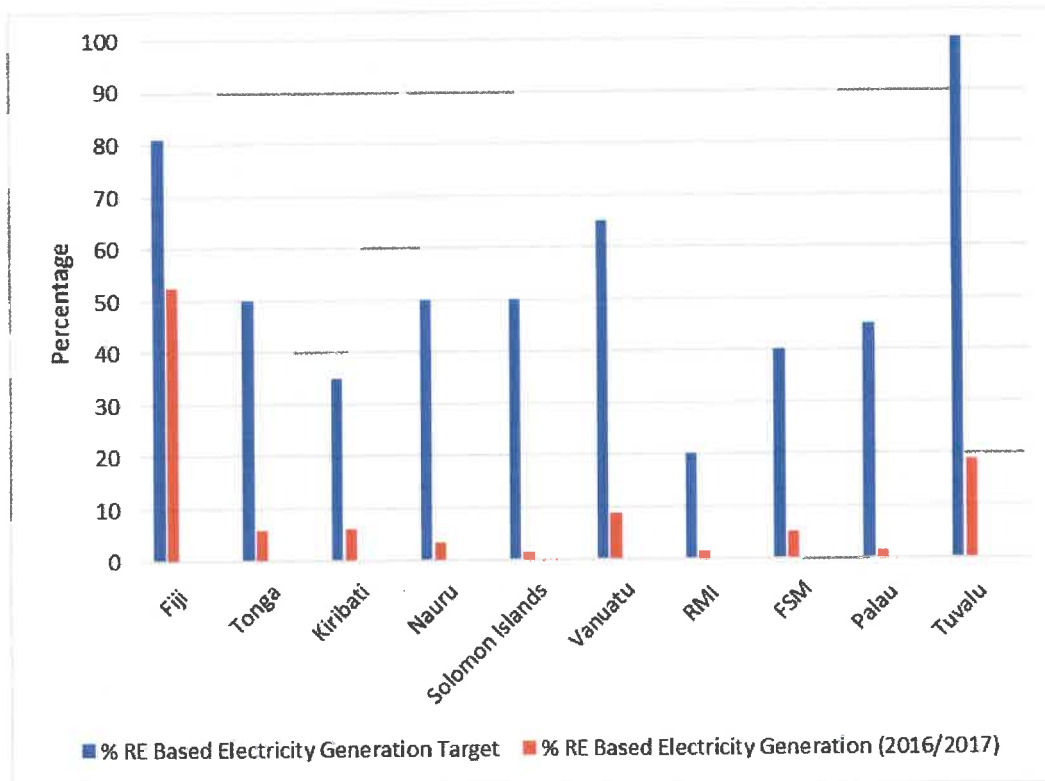
¹¹ However, it should be noted that 'most utilities in the Pacific are presently focusing on increasing the level of solar generation to the highest possible level before investing in large scale storage. Adding solar increases the energy supply and provides income to the utility but adding storage just improves its usability and may even add some cost. So as long as adding more solar without storage can be done without causing the grid to become unstable, that is the preferred approach. The main challenge for most utilities now is therefore to maximize the solar with minimal or no investment in storage' ([Wade, Herbert A., 2019, p. 8](#)).

¹² entura (2016).

¹³ RMI is the first country in the world to have submitted its second NDC.

¹⁴ Jensen, Thomas Lynge (2016) [Submitted \(I\)NDCs from the Pacific Island Region](#), Regional Dialogue on (Intended) Nationally Determined Contributions for the Pacific Islands, 6-7 December.

Figure 1: Short/Medium Term Renewable-energy based Electricity Generation Targets and Current Status ^{15 16}



While there has been some progress towards meeting the various short, medium- and long-term targets, ‘the road to implementing these ambitions has already been long and in many ways troubled’¹⁷ and ‘there is increasing pressure across the Pacific to move towards these goals.’¹⁸

II. STRATEGY

Developmental leadership can be defined as ‘the process of organizing or mobilizing people and resources in pursuit of particular ends or goals, in given institutional contexts of authority, legitimacy and power...’.¹⁹ Realizing ‘these ends or goals, and overcoming the collective action problems which commonly obstruct such achievement, normally requires the building of formal or informal coalitions of interests, elites and organizations, both vertical and horizontal.’²⁰ Thus, an important element of leadership is building partnership across sectors of society. Development ‘has always involved the interaction of states, markets and [civil] society’,²¹ involving public (state), private (market) and civil actors. While governments ‘control the most influential levers of

¹⁵ Sources: PICs NDC, [Pacific Power Benchmarking Summary Report 2017 Fiscal Year](#) (2018), current national energy sector policy or action plan documents, and [A Guide to Investing in Renewable Electricity Generation in the Pacific](#), Draft Report (2018).

¹⁶ Specifically, the renewable energy-based electricity generation targets are as follows: Fiji = 81% by 2021, Tonga = 50% by 2020, Kiribati = 35% by 2025, Nauru = 50% by 2020, Solomon Islands = 50% by 2020, Vanuatu = 65% by 2020, RMI = 20% by 2020, FSM = 40% by 2020, Palau = 45% by 2025, and, Tuvalu = 100% by 2020.

¹⁷ entura (2016), p. 2.

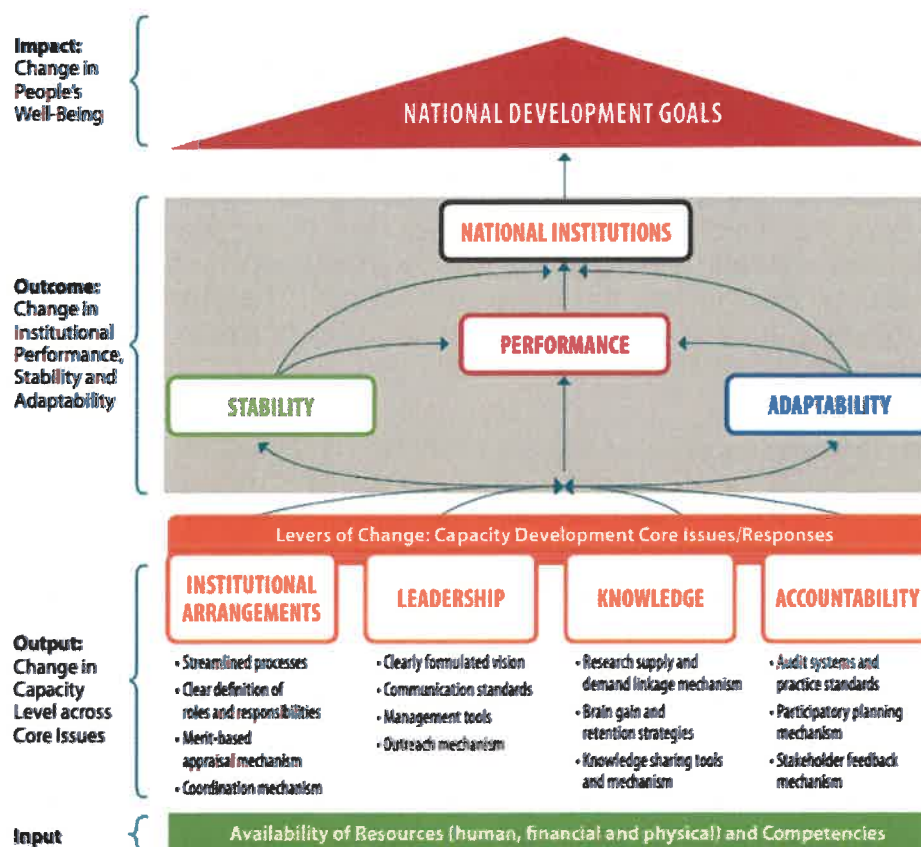
¹⁸ PPA & PRIF (2018), p. 2.

¹⁹ Lyne de Ver, Heather (2009) [Conceptions of Leadership](#), Background Paper 4, [Developmental Leadership Program](#).

²⁰ Ibid.

²¹ Leach, Melissa (2016) [Introduction: States, Markets and Society – Looking Back to Look Forward](#), IDS Bulletin, Vol. 47, No. 2A, pp. 1-18, Brighton: Institute of Development Studies.

deliberate change, including social and economic,²² and ultimately the state is responsible for establishing a balance within the civil society-market-state triad,²³ it is generally accepted that many current societal problems are too complex for governments to solve on their own. Collaboration is 'increasingly being used to govern and manage in shared-power environments',²⁴ including the arrangement of networks being more important than hierarchical control. As stated by the [UN Deputy Secretary-General](#): 'A...whole of society approach must become our new norm. Meaningful multi stakeholder partnership will be fundamental in the design, implementation, financing and evaluation of development solutions.' This is enshrined in the [2030 Agenda for Sustainable Development](#), which '[e]ncourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.' This project reflects such approach. All in all, realisation of development goals, including for the energy sector, 'depends on the quality of leadership and the enabling environment at all levels.'²⁵ Thus, leadership is a key lever of change. The figure below outlines UNDP's generic 'leadership to development' Theory of Change (ToC), covering input to impacts:²⁶



Source: Leadership for Human Development – A UNDP Capacity Development Resource, p. 13

Another perspective on leadership is its role in Socio-Technical Transition (STT) towards sustainability. An accelerated adoption of clean-energy technologies, by society as a whole is driven through STTs, which are "not just changes in technology but also changes in consumer practices, policies, cultural meanings, infrastructures, and business models"²⁷. This is an understanding that to drive transition to sustainable practices, leadership that focuses on socio-technical transition, such as championed by SHOS, is needed. It is an approach that puts attention

²² Turner, Mark, David Hulme and Willy McCourt (2015) *Governance, Management & Development – Making the State Work*, 2nd edition, London: Palgrave.

²³ Faith, Becky and Pedro Prieto-Martin (2016), [Civil Society and Civic Engagement in a Time of Change](#), IDS Bulletin, Vol. 47, No. 2A, pp. 137-144, Brighton: Institute of Development Studies

²⁴ Bryson, John M. (2015) *Strategic Planning for Public and Nonprofit Organizations*, In Wright, James (ed) *International Encyclopedia of the Social & Behavioral Sciences*, 2nd edition, Volume 23, Elsevier, pp. 515-521.

²⁵ UNDP (2006) [Leadership for Human Development – A UNDP Capacity Development Resource](#)

²⁶ UNDP (2009) [Supporting Capacity Development – The UNDP Approach](#)

²⁷ Geels (2008) [Socio-Technical Transitions to Sustainability](#)

not only towards niche innovations or examples of individual private industry-adoption of clean energy technologies for economic gain, but also other levels of social change such as further strengthening policy and public perception. As such, SHOS's focus on installing solar PV on public buildings of national importance as well as engaging in local and global public outreach and dialogue with policy makers, is part of the "broader process of societal embedding of (new) technologies (e.g. regulations, markets, infrastructures, and cultural symbols)" that is a key characteristic of socio-technical transition.²⁸ SHOS is 'a non-profit organization formed by a worldwide team of grassroots activists aligned with solar energy social entrepreneurs from around the globe.'²⁹ This organisation's vision statement summarizes the project's specific ToC: 'Working with governments, we *install solar photovoltaic systems on iconic buildings – such as executive residences – leveraging the experience to create visibility and social impact. We support world leaders championing solar, acting as a catalyst for wider adoption of new solutions for renewable energy.*'³⁰ Each country's formal leadership is given first-hand experience with the benefits of sustainable technologies and SHOS aims to increase global awareness of solar energy's potential by building an alliance of 'green leaders' worldwide. SHOS work in countries that are already pursuing renewable energy goals, and, among others, the projects are a media tool for highlighting the wider work happening in the countries. So far solar PV systems have been installed in the [Maldives](#) (Official Presidential Residence), [St. Lucia](#) (Official Residence of the Governor-General) and [Jamaica](#) (Office of the Prime Minister), and, as part of this project, solar PV systems will be installed on executive residences or buildings of national importance in Fiji³¹, Tonga, Kiribati, Nauru, Solomon Islands, Vanuatu, RMI, FSM, Palau, Tuvalu, Timor-Leste and at the PIDF headquarter in Suva, Fiji.³² For example, in Jamaica, the Prime Minister made an important renewable energy commitment [at the launch of the installation](#) to a 50% renewable energy production in Jamaica by 2030, up from the official policy of 30%. The initiative also gave rise to the [Jamaica Solar Challenge](#), a competition asking Jamaican youth to design a communications project that shows their peers the benefits of renewable energy.

In this context, the following are planned specific strategies for the project:

- Following as much as possible the *Concept Paper - Solarisation of Head of State Residences in the Pacific* prepared by PIDF dated July 2018 that was approved for funding by the India-UN Development Partnership Fund, including scope, but adjust where required, including outputs, activities, inputs, management arrangements, and, monitoring and evaluation (M&E).
- Based on a request from the Government of India to the United Nations Office for South-South Cooperation (UNOSSC), installing first the PV solar systems in the seven PIDF member countries that also are members of the Commonwealth (i.e. Fiji, Kiribati, Nauru, Solomon Islands, Tonga, Tuvalu and Vanuatu).³³
- Building on the work of others. The project will work diligently and proactively to arrange appropriate complementary and/or joint activities and where relevant develop practical follow-up activities. Among others, UNDP has ongoing sustainable energy projects in Tuvalu³⁴, [Nauru](#) and [Vanuatu](#) and projects under development in [Kiribati](#), [FSM](#), and [Nauru](#). Furthermore, PIDF and the Global Green Growth Institute (GGGI) with KOICA funding, have the ongoing multi-country Capacity Building to Strengthen Sustainable

²⁸ Geels & Schot (2010, p 32) [The Dynamics of Transitions: A Socio-Technical Perspective](#)

²⁹ <https://solarheadofstate.org/mission-vision/>

³⁰ <https://solarheadofstate.org/mission-vision/>

³¹ The Fiji State House has suggested that additional capacity to the already installed solar PV panels could cover all the electricity needs of the residence. They have expressed an intent to install a battery storage system for the State House and to electrify machinery and vehicles associated with the State house. They have also suggested that the additional solar PV installation be at ground level, visible from a local main road so people can see the efforts of the State House in becoming solely dependent on renewable energy for their electricity needs.

³² Based on the partnership with PIDF, SHOS has also recently signed an MOU with the [Organisation of Eastern Caribbean States \(OCEC\)](#) with the hope of developing a similar initiative for their membership.

³³ This however is dependent on the country's readiness to proceed with the implementation and installation of the PV solar system. For example, Palau has already expressed its readiness to implement the project whereas some of the other commonwealth member nations are still to do so.

³⁴ The Facilitation of the Achievement of Sustainable National Energy Targets of Tuvalu (FASNETT) project funded by the Global Environment Facility (GEF) and the and the Solar Home Systems for Funaota project funded by the India-UN Development Partnership Fund (Commonwealth Window).

Implementation of Renewable Energy Technologies for Rural Energy Access project. The project is being implemented in three of the countries - Fiji, Solomon Islands and Vanuatu - and PIDF will lead implementation in the Solomon Islands. Possible areas of collaboration include training on the installation, operation and maintenance (O&M) of solar PV systems, public awareness raising related to sustainable energy (e.g. tying the unveiling of the solar PV projects to announcement of new national energy policies and plans), etc.

- Flexibility to adjust to changing needs. The project must be flexible to adapt to genuine changing needs, new and unanticipated opportunities, unexpected setbacks, etc.

III. RESULTS AND PARTNERSHIPS

Expected Results

The anticipated outputs are:

1. Solar based power supplied to executive residences or other publicly-owned buildings of national importance³⁵ in Fiji, Tonga, Kiribati, Nauru, Solomon Islands, Vanuatu, RMI, FSM, Palau, Tuvalu, Timor-Leste and the PIDF headquarters.
2. Onsite capacity established at the executive residences//buildings of national importance and the PIDF headquarter to successfully operate and maintain the solar PV systems on a day-to-day basis and the public is aware of the benefits of solar power.

The accompanying planned key activities are as follows:

- Determine the installation sequence of the solar PV systems.
- Prepare and sign as required memorandum of understandings (MoUs) or similar between PIDF, SHOS and the Governments of Fiji, Kiribati, Nauru, Solomon Islands, Vanuatu, RMI, FSM, Timor-Leste and Tuvalu, including specify roles-and-responsibilities and contributions of PIDF, SHOS, governments (including state owned power utilities) and private sector respectively, identify the executive residence/building of national importance; etc.
- Determine feasibility and prepare system design including: i) assess electricity needs in the selected executive residences/building of national importance; ii) identify opportunities for complementary energy efficiency measures regarding electrical appliances and lights; iii) determine feasibility of grid-connected solar PV, including technical, institutional, environmental, etc. aspects; iv) assess any available compensation mechanisms in the country in question for grid-connected distributed generation (e.g. net-billing, net-metering); v) clarify if a formal agreement (e.g. contract) with the national power utility is required, and, if so, the terms (e.g. contract length, crediting terms, system size cap, credit reconciliation period, netting frequency, etc.³⁶); and, vi) prepare system design and specify major components for the PV based systems. Regarding system design, adhere to relevant national standards (e.g. building code). In case there is no national technical standards for solar PV, follow the latest version of the [System Design Guidelines for Grid Connected PV Systems \(No Battery Storage\)](#) developed by the Sustainable Energy Industry Association of the Pacific Islands (SEIAPI) and the Pacific Power Association (PPA).
- Supply pro bono required PV panels.
- Prepare tender documentation and issue tenders for: i) the supply and transport of remaining balance of system (BOS) components (including wiring, switches, and mounting system); and, ii) installation of complete solar PV systems, including training of on-site users to operate and maintain the PV based systems on a day-to-day basis.
- Assess submitted bids and award contracts for: i) the supply and transport of remaining BOS components; and, ii) installation of complete solar PV systems, including training of on-site users.
- Transport PV panels, monitoring equipment and remaining BOS components to the executive residences or buildings of national importance in question.

³⁵ As not all countries have official executive residences.

³⁶ NREL (2017) [Grid-Connected Distributed Generation: Compensation Mechanism Basics](#)

- Install the complete systems and train on-site users to operate and maintain the PV based systems on a day-to-day basis. Regarding installation, adhere to relevant national standards. In case there is no national technical standards for solar PV installation, follow the latest version of the [System Installation Guidelines for Grid Connected PV Systems \(No Battery Storage\)](#) developed by SEI-API and PPA. Plan and undertake training in basic day-to-day O&M in accordance with the latest version of the [Grid Connected PV – Operation and Maintenance Guideline](#) also prepared by SEI-API and PPA.
- Inspect the installations and verify that they meet applicable standards including:³⁷ 1) safety - the solar installation must not introduce power to the electricity grid when the grid is shut down; and, 2) power quality. The solar installation will raise the voltage of the feeder to which it is connected. That must not be so much as to cause problems for other customers connected to that feeder. When an installation passes the inspection the power utility commission the PV system.
- Organize and hold official inauguration ceremonies.
- Design public awareness campaigns, including establish objectives, identify the audiences, decide key messages, select communication tools, and, identify output/result based activities. Among others, site visits engaging the Heads of State for local schools, media and college students to learn about the pros and cons of using renewable energy technologies will be considered.
- Implement public awareness campaigns.
- Official transfer of asset ownership from the project partners to the governments.

Resources Required to Achieve the Expected Results

The total expected resource required is USD1,310,000 with the key input being goods. This amount includes indirect and direct costs incurred by UNDP.³⁸ Refer to section VII (Multi-year work plan) for details. Not reflected are resources required for post-project O&M of the solar PV systems. However, the money that executive residences or buildings of national importance save (lowering the electric bill) and/or revenue generated (by selling electricity) will be used to cover the costs for regular external on-site maintenance inspection and servicing (by a private company or the national power utility) and replacement of components. This will be detailed in the MoU between PIDF, SHOS and the government in question.³⁹

Partnerships

Partnerships play an *essential* role in this project. Multiple organizations based in different countries and regions of the world are involved, including from the public sector, private sector and civil society: i) in PICs partners include the offices of the head of state/building of national importance, power utilities and private companies; ii) at regional level partners include PIDF and UNDP; and, iii) at international level SHOS, a private sector company, the Government of India and the [United Nations Office for South-South Cooperation \(UNOSSC\)](#). The broad work of responsibility among the various partners are as follows:

- The PIC governments will allow installation of the PV systems at the executive's official residence/building of national importance, identify maintenance staff to participate in training and be responsible for basic day-to-day operation and maintenance of the systems, and, agree that money saved and/or revenue generated from the solar PV systems will be used to cover the costs for regular on-site external maintenance inspection and servicing and the replacement of system components.
- The national power utilities will inspect the installations, and, when they verify that the systems meet applicable standards, will commission them.
- The private company [Solaria](#) pro bono will supply required solar PV panels. Acknowledgement and publicity will be accorded to Solaria (and any additional private

³⁷ Wade, Herbert (2010) 2nd Draft Standards for PPUC's Commissioning Inspection of NDBP Financed Residential Grid-connected Solar Photovoltaic Systems, prepared for UNDP.

³⁸ Indirect costs cover headquarters and country office structures in providing General Management Support (GMS) services, and direct costs cover programme, administrative and operational support activities that are part of the project input.

³⁹ The MOU specifies that the ownership, responsibility, operations and maintenance of the installed systems are transferred to the respective government by the project partners upon completion.

sector companies that potentially will support the project through pro bono in-kind contributions) as specified in the standard UNDP Pro Bono Agreement (refer to Annex XI.11).

- Based on competitive tendering process other private sector companies (likely from the Pacific Island region) will supply and transport remaining BOS components. In addition, local private sector companies, also selected via competitive tendering process, will install the PV systems.
- PIDF will be the Implementing Partner, and, as such, undertake day-to-day project management, including communication with the offices of head of states/buildings of national importance.
- SHOS, in consultation and agreement with PIDF, will provide required technical input, including assess feasibility, prepare system design, specify components, provide input to preparation of technical requirements as part of solicitation documentation, assess technical aspects of submitted bids⁴⁰, technically oversee the installation of the complete systems and the training of on-site users, and, provide input to the design of public awareness campaigns.
- UNDP will provide project oversight and quality assurance, and, in addition, provide support services related to procurement of goods and services (refer to section IV. Project Management).
- The [India-UN Development Partnership Fund](#) will provide funding. The Fund will be given visibility and credit for its role supporting this project, including at all public and media engagements, as well as through prominent display of a plaque, flag, logo or relevant partnership signage on project materials and at all relevant opportunities. UNOSSC financially manages and supports implementation of the India-UN Development Partnership Fund. All efforts would be made to acknowledge the contribution from the Government of India on appropriate occasions. For any major national event organized by the project arrangements would be made to ensure the participation of the Embassy of India in the country at the highest level as possible. The Embassy would be kept regularly informed on the progress of the project. Support of India would be mentioned in all publicity materials related to the project. Government of India logo, India-UN Development Partnership Fund Logo, UNOSSC logo where relevant.

The multiple partners are also reflected in funding for this project. The government of India will provide USD400,000 via the India-UN Development Partnership Fund and USD700,000 via the India-UN Development Partnership Fund Commonwealth Window. The private sector company Solaria pro bono contributes solar PV panels equivalent to an estimated total of USD90,000 (USD7,500 x 12 solar PV systems). Finally, PIDF and SHOS in-kind contribute equivalent of an estimated total of USD120,000 towards the public awareness campaigns (USD10,000 x 12 solar PV systems).

Risks and Assumptions

Tentatively the two most significant risks and associated impact, mitigation measures and assumptions are:

- *Key Risk 1 – Ineffective Coordination*
 - *Impact:* Implementation delays. The involvement of multiple organizations (based in different countries and regions of the world) involved in the co-production of outputs, pose project management challenges. Among others the Project Manager is ‘...effectively supervising people and organizations over which he/she has practically no “official” control and authority.’⁴¹ Additional potential challenges include divergent organisational objectives and incentives.⁴²

⁴⁰ And as/if required provide additional technical advice to the Tender Evaluation Team.

⁴¹ Vogiatzis, N. (2004) [Project Management Challenges in Cross-national, Multi-partner, High-risk, Research and Technology Development Projects](#)

⁴² Dietrich, P., Eskerod, P., Dalcher, D., & Sandhawalia, B. (2010) [The Role of Project Collaboration Quality and Knowledge](#)

- *Mitigation Measures:* i) Frequent (at least monthly), informal and open exchange of information between project team members; and, ii) agreement to shared country specific work-plans. In addition, the tripartite MoUs (between PIDF, SHOS, governments) will facilitate that work of responsibilities are clear between PIDF, SHOS, and participating governments.
- *Assumptions:* Common understanding of each project team member's contribution and status for such.

● *Key Risk 2 – Natural Disasters*

- *Impact:* Delays to construction and/or damage to the solar PV systems. The PICs 'face the highest disaster risk, in per capita terms, globally...' - high-impact, low-frequency hazard events include cyclones, earthquakes, and tsunamis and storm surges.⁴³
- *Mitigation Measures:* As much as possible the system design, component specifications and construction will reflect relevant natural disasters. In addition, to the extent possible, installation work will be undertaken outside of the cyclone season. As mentioned above, where no national standards exist the guidelines for the design and installation of grid connected solar PV systems prepared PPA and SEI API will be followed, and, the training to on-site users to operate and basic maintain the PV based systems will be in accordance with the PPA and SEI API Operation and Maintenance Guideline.
- *Assumption:* No major natural disasters.

For information on additional risks refer to the initial Risk Log in Annex XI.3.

Stakeholder Engagement

For some time PIDF and SHOS have been engaging with select key stakeholders in some of the PICs. This has led to MoUs with the governments of Tonga and Palau in November 2017. Furthermore, the Governments of Kiribati, Nauru and RMI have provided letters of support, dated 30 August 2017, 13 October 2017 and 27 August 2018 respectively. As part of the project, MoUs (or similar) will be signed between PIDF, SHOS and the Governments of Fiji, Kiribati, Nauru, Solomon Islands, Vanuatu, RMI, FSM, Timor-Leste and Tuvalu. Regarding further stakeholder engagement, additional consultations will take place, both pre-installation and during construction.

South-South and Triangular Cooperation (SSC/TrC)

Most of the funding for this project is coming from the India-UN Development Partnership Fund. The India-UN Development Partnership Fund is a dedicated facility within the United Nations Office for South-South Cooperation (UNOSSC) established in 2017. It is supported and led by the Government of the Republic of India, managed by UNOSSC, and implemented in collaboration with the United Nations system. The India-UN Development Partnership Fund 'supports Southern-owned and led, demand-driven, and transformational sustainable development projects across the developing world, with a focus on least developed countries and small island developing states. United Nations agencies implement the Funds projects in close collaboration with partnering governments.'

Knowledge

Specific knowledge products include manuals on the operation and maintenance of grid-connected solar PV. Public awareness campaigns including at national level are an integral part of the project. These will assist creating project visibility, including knowledge and lessons learned generated by the project.

Sustainability and Scaling Up

⁴³ ADB (2018) [Economic and Fiscal Impacts of Disasters in the Pacific](#)

Sustainability is facilitated through various technical, institutional and financial measures: i) relevant natural disasters reflected in system design, component specifications and installation of the systems; ii) onsite personnel trained in operation and basic day-to-day maintenance; iii) the national power utility undertake commissioning inspection and commissioning; iv) external regular on-site maintenance inspections and servicing (either by the private sector or the national power utility); and v) money saved and/or revenue generated from the solar PV systems will be used to cover the costs for the regular on-site maintenance inspection and servicing and the replacement of system components.

There is potential to upscale the individual installations to make them more than a simple PV installation, but full-on 100% renewable electricity for state houses, including battery storage and other sustainability efforts on the grounds of the residences. Such efforts could include electrification of garden maintenance tools, use of electric vehicles by government officials or garden workers, installation of electric vehicle charging stations, etc. There is some scope for up-scaling in the Pacific Islands region - e.g. solar PV systems could be installed on executive residences in Cook Islands, PNG, Samoa and Tokelau. However, there is significant scope for up-scaling in other SIDS in the Caribbean, Indian Ocean and Atlantic Ocean.

IV. PROJECT MANAGEMENT

Project Management

The project will be implemented and managed following UNDP's non-UN intergovernmental organization (IGO) modality, specifically the PIDF Secretariat is the Implementing Partner. PIDF was established by several states with a [host-country agreement with the Government of Fiji signed 20 June 2014](#) and a [Charter signed 4 September 2015](#).⁴⁴ Since PIDF has not signed a Standard Basic Executing Entity Agreement (SBEAA) with UNDP, refer to Annex XI.10 for the Project Corporation Agreement (PCA). The PIDF Team Leader Programme Management will be the Project Manager. Based on findings and recommendations from a micro Harmonized Approach to Cash Transfers (HACT) assessment of PIDF (refer to Annex XI.4 for the key findings and recommendations) it has been agreed that project support covering procurement of goods and services will be provided by UNDP (refer to Annex XI.11 for a description of the services). As such, UNDP will identify necessary international expertise, carry out tenders for procuring services and goods, issue and manage contracts, and, make associated payments related to expenses as per UNDP rules and regulations. The Regional Energy Programme Specialist, UNDP Pacific Office in Fiji will provide technical assistance during implementation. The costs for UNDP providing this project implementation support will be covered via direct project costing (DPC). In addition, the costs associated with project development, including undertaking the HACT assessment, preparing this Project Document, and, undertake programme team monitoring visits and output verification will be cost-recovered via DPC.

Cost Efficiency and Effectiveness

The project is relatively procurement intensive. The planned project will include the following key procurement transactions and associated contract management:

- Goods: supply and transport of 12 solar PV system BOS components, including wiring, switches, and mounting system.
- Services: 12 service contracts for private companies to install the complete solar PV systems and train on-site users to operate and maintain the PV based systems on a day-to-day basis.

There is a potential to combine the procurement of some of these goods and possibly also services, which will reduce the number of procurement transactions and hopefully also lower unit costs, but this is not known yet. The project includes substantial in-kind contributions from PIDF,

⁴⁴ The PIDF Charter was registered with the UN Treaties Division in New York and PIDF has received a standing invitation to participate as observer in the sessions and the work of the General Assembly and not maintaining a permanent office at UN headquarters (<http://www.un.org/en/sections/member-states/intergovernmental-organizations/index.html>).

SHOS, recipient governments, and a private sector company. PIDF and SHOS provides in-kind contributions for the public awareness campaigns. Recipient governments provide funding for O&M and the private sector company Solaria donates PV panels. Furthermore, since funding from the India-UN Development Partnership Fund is considered a South-South Contribution, the Government Cost Sharing rate applies for UNDP General Management Support (GMS) services, which is significantly lower than standard Third-Party Contributions (3% instead of 8%). Thus, UNDP also provides a substantial in-kind contribution (equivalent to US\$55,000).

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF Regional Programme Results and Resource Framework: By 2022, people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability and disasters; and environmental protection is strengthened									
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Number of countries with policy instruments for renewable energy, energy efficiency, or energy access introduced as a result of UNDP interventions. Baseline (2017) = 0 & Target = 8									
Applicable Output(s) from the UNDP Strategic Plan: Solutions adopted to achieve universal access to clean, affordable and sustainable energy									
Project title and Atlas Project Number: Solarisation of Head of State Residences in the Pacific, 115827/113240									
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS			DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	FINAL		
Output 1 - Solar based power supplied to executive residences/buildings of national importance in Fiji, Tonga, Kiribati, Nauru, Solomon Islands, Vanuatu, RMI, FSM, Palau, Tuvalu, Timor-Leste and the PIDF headquarters	1.1 No. of operational PV systems	Commissioning documents	0	2019	6	6	12	Observations, documents/records	
Output 2 - Onsite capacity established at the executive residences/buildings of national importance and the PIDF headquarter to successfully operate and maintain the solar PV systems on a day-to-day basis and the public is aware of the benefits of solar power	2.1 No. of women and men that have built capacity on the operation and maintenance of grid-connected solar PV	Training workshop reports, project evaluation report	0	2019	6	6	12	Documents/records (attendance and evaluation forms)	
	2.2 No. of manuals on the operation and maintenance of grid-connected solar PV	Operation and maintenance manual, project evaluation report	0	2019	6	6	12	Documents/records	
	2.3 No. of news articles in national media	Newspapers, homepages, etc.	0	2019	24	24	48 ⁴⁵	Documents/records	

⁴⁵ Four new articles per each solar PV installation.

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored and evaluated through the following plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any) and Source of Funding
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.	PIDF, UNDP	
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.	PIDF, UNDP	
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.	PIDF, UNDP	
Annual 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.	Every other year	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	PIDF, UNDP	
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.	PIDF, UNDP	
Report	A yearly 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 log with mitigation measures, and any	Annually, and at the end of the project (final report)		PIDF	

	evaluation or review reports prepared over the period					
	According to the India-UN Fund guidelines financial and narrative reporting is expected every quarter for a project of this size (over \$1 million)	Quarterly			PIDF	
	Monthly updates on progress (no more than 2-3 bullet points) will be emailed to UNOSSC (Secretariat and Fund Manager).	Monthly			UNDP	
Project Review (Project Board)	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.	Biannually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Members of the Project Board		USD400 per (USD200 meeting), India-UN Development Partnership Fund

Monitoring will also be done by nominated Indian representatives from the Indian Embassy in region, and, where applicable, UNOSSC as fund manager and secretariat of the Board of Directors.

Evaluation Plan

Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Review	PIDF, SHOS, UNDP	Solutions adopted to achieve universal access to clean, affordable and sustainable energy	By 2022, people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability and disasters; and environmental protection is strengthened	31 December 2020	PIDF, SHOS, participating governments, and UNDP	0
Independent End of Project evaluation		Solutions adopted to achieve universal access to clean, affordable and sustainable energy	By 2022, people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability and disasters; and environmental protection	30 November 2021	PIDF, SHOS, participating governments, and UNDP. The final version of the evaluation report will be shared with	USD30,000, India-UN Development Partnership Fund

			is strengthened		UNOSSC	
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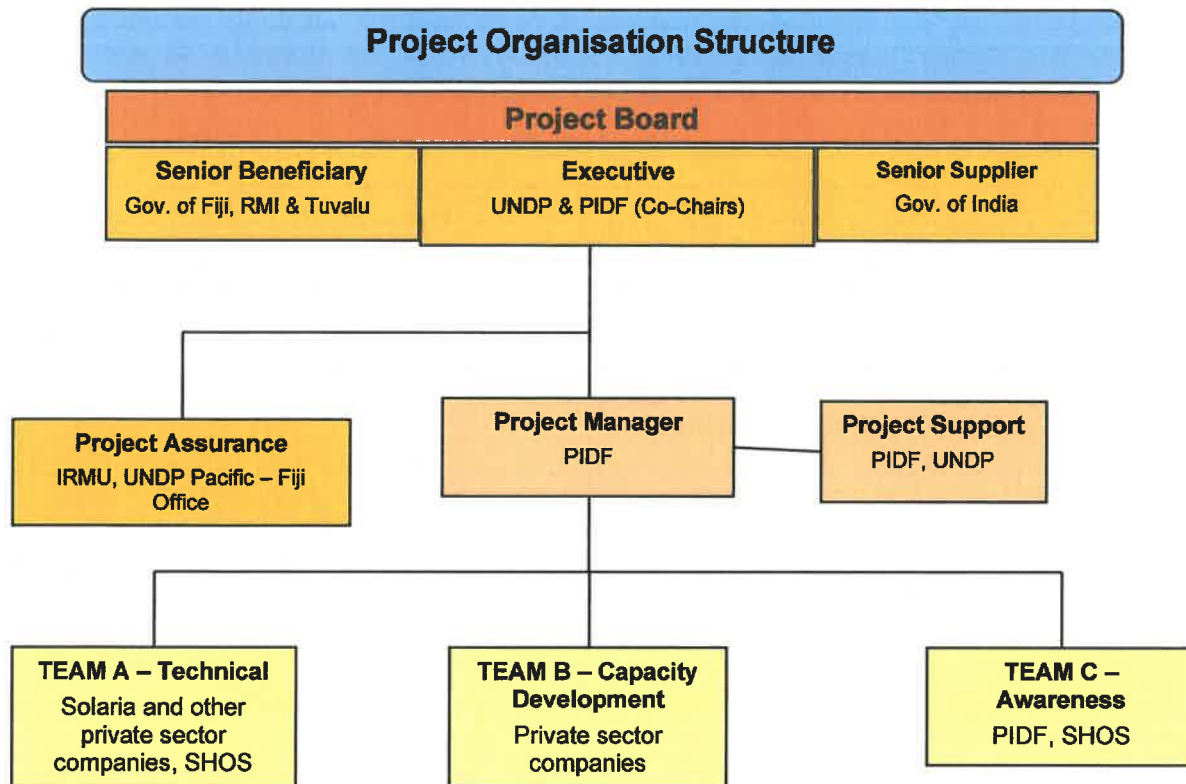
VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget (USD by Year)		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Description	Amount (USD)
Output 1 - Solar based power supplied to executive residences/buildings of national importance in Fiji, Tonga, Kiribati, Nauru, Solomon Islands, Vanuatu, RMI, FSM, Palau, Tuvalu, Timor-Leste and the PIDF headquarter	1.1 Assess feasibility, prepare system design & specify components	60,000	60,000	SHOS	India-UN Development Partnership Fund (IUDPF) ⁴⁶	Grants to institutions and other beneficiaries	60,000
	1.2 Initiate and complete tender process including issue tenders, evaluate submitted bids and award contracts for the supply and transport of remaining BOS components (goods) and the installation of complete PV systems and training of on-site users (services)	(Refer 1.1 & DPC)	(Refer 1.1 & DPC)	UNDP, PIDF, SHOS	IUDPF	(Refer 1.1 & DPC)	(Refer 1.1 & DPC)
	1.3 Supply PV panels	45,000	45,000	Solaria	Solaria		In-kind
	1.4 Transport PV panels (and temporary storage if required)	30,000	30,000	Private sector companies	IUDPF	Shipment	60,000
	1.5 Supply and transport remaining BOS components	250,000	250,000	Private sector companies	IUDPF	Materials and Goods	500,000
	1.6 Install complete PV systems	60,000	60,000	Private sector companies	IUDPF	Contractual Services – Companies	120,000
	1.7 Oversee installation of complete PV systems	(Refer 1.1)	(Refer 1.1)	SHOS	IUDPF	(Refer 1.1)	(Refer 1.1)
	1.8 Inspect installations and commission complete PV systems	12,000	12,000	National power utilities	IUDPF	Contractual Services – Companies	24,000
	1.9 Organize and hold official inauguration ceremonies	30,000	30,000	PIDF, offices of the head of state/building of national importance	IUDPF	Hospitality	60,000
	1.10 Official transfer of asset ownership from the project partners to the governments	0	0	PIDF, UNDP, Solaria	N/a	N/a	0
		Sub-Total					884,000
Output 2 - Onsite capacity established	2.1 Train on-site users to operate and maintain the PV based systems on a day-to-day basis	(Refer 1.6)	(Refer 1.6)	Private sector companies	IUDPF	Contractual Services – Companies	(Refer 1.6)

⁴⁶ In this budget 'IUDPF' includes funding from the Commonwealth Window.

at the executive residences//buildings of national importance and the PIDF headquarter to successfully operate and maintain the solar PV systems on a day-to-day basis and the public is aware of the benefits of solar power	2.2. Design and implement public awareness campaigns	60,000	60,000	PIDF, SHOS	PIDF, SHOS	Promotional Materials and Distribution	In-kind
		18,100	18,100	PIDF, SHOS	IUDPF		36,200
		Sub-Total					36,200
Day-to-Day Project Management	Undertake day-to-day project management	30,000	30,000	PIDF	IUDPF	Travel	45,000
						Connectivity Charges	5,000
						Stationary and other Office Supplies	5,000
						Utilities	5,000
						Hospitality	800
Monitoring	Catering for Project Board meetings	400	400	PIDF	IUDPF	International Consultants – Short term – technical	30,000
Evaluation	Undertake independent end of project evaluation	0	30,000	Consultant	IUDPF		6,000
Audit	Undertake annual audit	3,000	3,000	Accounting firm	IUDPF		
General Management Support	Provide general management and oversight (3%)			UNDP	IUDPF	Revenue Contributions	33,000
Direct Project Cost	Undertake micro-HACT assessment, prepare this UNDP Project Document, provide implementation support services (i.e. procurement of goods and services) and technical assistance, undertake financial spot checks, programme team monitoring visits and output verification			Accounting firm, UNDP	IUDPF	Reimbursement Costs, Programme and Support Services Income	50,000
TOTAL							1,100,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The governance and management arrangements are illustrated in the diagram above, elaborated in the text below and detailed in the annexes for the Project Board, Manager, Support and Assurance respectively.

Project Board

Overall responsibilities. The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Resident Representative. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when Project Manager tolerances (normally in terms of time and budget) have been exceeded. Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Composition and organization. This group contains three roles, including:

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

- *Senior Supplier* representing the interests of the parties concerned which provide technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project; and,
- *Senior Beneficiary* representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

The project will benefit from a Project Board that consist of representatives from some of the participating governments, the involved UN agency, and the government of India. Thus, tentatively it is planned that the Project Board will be composed of a representative of the Indian High Commission in Fiji (Senior Supplier), PIDF (Co-Chair), UNDP (Co-Chair), Fiji (representing Melanesia), Marshall Islands Embassy in Fiji (representing Micronesia), Tuvalu High Commission in Fiji (representing Polynesia), and, SHOS (observer).

Refer to Annex XI.5 for detailed information on the responsibilities of the Project Board. The Board will meet annually (or more frequently if required).

Project Manager

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board 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 specified in the Project Document, to the required standard of quality and within the specified constraints of time and cost. Refer to Annex XI.6 for detailed information on the responsibilities of the Project Manager.

Project Support

The Project Support role provides project administration, management and technical support to the Project Manager as required. Refer to Annex XI.7 for detailed information on the responsibilities of the Project Support 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. Refer to Annex XI.8 for detailed information on the responsibilities of the Project Assurance role.

IX. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAA's for the specific countries; or (ii) in the [Supplemental Provisions to the Project Document](#) attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the Pacific Islands Development Forum (PIDF) ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

1. Consistent with the Supplemental Provisions to the Project Document, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) 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;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document and the Project Cooperation Agreement between UNDP and the Implementing Partner.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project 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/sc/committees/1267/aq_sanctions_list.shtml.
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. 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.
6. 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.
7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using the UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP programmes and projects. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
10. The Implementing Partner will promptly inform UNDP in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

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

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

XI. ANNEXES

Annex XI.1 Project Quality Assurance Report

Design Print

<https://intranet-apps.undp.org/ProjectQA/Forms/DesignPrint?fi...>

Design & Appraisal Stage Quality Assurance Report

Form Status: Under Review

Overall Rating: Satisfactory

Decision: Approve: The project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.

Portfolio/Project Number: 00115827

Portfolio/Project Title: Solarisation of Head of State Residences in the Pacific

Portfolio/Project Date: 2019-10-01 / 2021-12-31

Strategic**Quality Rating: Exemplary**

1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?

3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.

2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.

1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.

Evidence:

The Theory of Change (ToC) is clearly reflected on Page 5 of the Project Document . In Addition, the organisation's vision statement summarizes the project's specific ToC: 'Working with governments, we install solar photovoltaic systems on iconic buildings – such as executive residences – leveraging the experience to create visibility and social impact. We support world leaders championing solar, acting as a catalyst for wider adoption of new solutions for renewable energy

List of Uploaded Documents

#	File Name	Modified By	Modified On
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No documents available.

2. Is the project aligned with the UNDP Strategic Plan?

3: The project responds to at least one of the development settings as specified in the Strategic Plan¹ and adapts at least one Signature Solution². The project's RRF includes all the relevant SP output indicators. (all must be true)

2: The project responds to at least one of the development settings as specified in the Strategic Plan⁴. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)

1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

Evidence:

Yes it does - and is summarized on Page 1 of the Project Document .Contributing Outcome (United Nations Pacific Strategy 2018-2022): By 2022, people and ecosystems in the Pacific are more resilient to the impacts of climate change, climate variability and disasters; and environmental protection is strengthened.

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No documents available.

3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)

Yes

No

Evidence:**List of Uploaded Documents**

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No documents available.

Relevant**Quality Rating: Satisfactory****4. Do the project target groups leave furthest behind?**

3: The target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence.

2: The target groups are clearly specified, prioritizing groups left furthest behind.

1: *The target groups are not clearly specified.*

Evidence:

This project involves simply supplying solar based power to executive residences/buildings of national importance in the country & not community based interventions where 'leaving no one behind' can be implemented

Management Response:

This project involves simply supplying solar based power to executive residences/buildings of national importance in the country & not community based interventions where 'leaving no one behind' can be implemented

List of Uploaded Documents

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No documents available.

5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?

3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.

2: The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected.

1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.

Evidence:

The Project build on works of others., for eg - UNDP has existing Energy Projects in Tuvalu, Nauru among others, UNDP has ongoing sustainable energy projects in Tuvalu , Nauru and Vanuatu and projects under development in Kiribati, FSM, and Nauru.

List of Uploaded Documents

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No documents available.

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national / regional / global partners and other actors?

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, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)

2: Some analysis has been conducted on the role of other partners in the area 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, with unclear funding and communications strategies or plans.

1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. 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.

Design Print

<https://intranet-apps.undp.org/ProjectQA/Forms/DesignPrint?fl...>

Evidence:

List of Uploaded Documents

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No documents available.

Principled

Quality Rating: Satisfactory

7. Does the project apply a human rights-based approach?

3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. 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)

2: *The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. 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. (both must be true)*

1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

Evidence:

Yes it does- kindly refer to Annexes X1.2 : (Page 24)
A human rights approach is 'a conceptual framework for the process of human development that is normatively based on international human rights standards and operationally directed to promoting and protecting human rights. It seeks to analyse inequalities which lie at the heart of development problems and redress discriminatory practices and unjust distributions of power that impede development progress' (<http://hrbportal.org/faq>). 'Energy...is fundamental to the full enjoyment of not only economic and social rights but also civil and political rights...Under the United Nations Charter, nations of the world pledge to promote improved standards of living and conditions conducive to economic and social development. Whilst the right to access to energy was not mentioned in specific terms in the UN Charter, creating conditions conducive to socio-economic development will inevitably require the provision of adequate energy services.' (Access to Energy in Sub-Saharan Africa - A Human Rights Approach to the Climate Change Benefits of Energy Access).

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

8. Does the project use gender analysis in the project design?

3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)

2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)

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 gender inequalities have not been clearly identified and reflected in the project document.

Evidence:

An inclusion of Output 3 in the Results Framework (Pg 12), will look into this, specifically looking at the % population of both women and men who are informed on benefits of solar power.

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No documents available.

9. Did the project support the resilience and sustainability of societies and/or ecosystems?

3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true)

2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)

1: Sustainability and resilience dimensions and impacts were not adequately considered.

Evidence:

Yes its does as its stated in the SESP Table :
Environmental sustainability considerations will be reflected in solar PV system design and specification of components, installation, training in operation and maintenance, and, the disposal of components after the end of their service life.

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No documents available.

10. 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 because project consists solely of (Select all exemption criteria that apply)

- 1: Preparation and dissemination of reports, documents and communication materials
- 2: Organization of an event, workshop, training
- 3: Strengthening capacities of partners to participate in international negotiations and conferences
- 4: Partnership coordination (including UN coordination) and management of networks
- 5: Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes)
- 6: UNDP acting as Administrative Agent

Evidence:

The SESP Procedure was conducted for this project and it attached as Annexes X1.2(Pg. 24) in the Draft Project Document

List of Uploaded Documents

#	File Name	Risk Category	Risk Requirements	Document Status	Modified By	Modified On
1	Anne xXIS ESP_968_10 (https://intranet.undp.org/projects/ProjectQA/Forms/Documents/Anne xXIS ESP_968_10.docx)	Moderate	Climate Change Mitigation and Adaptation	Final	merewalesi.laveti@undp.org	12/4/2019 11:44:00 PM

Management & Monitoring

Quality Rating: Satisfactory

11. Does the project have a strong results framework?

- 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true)
- 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true)
- 1: The project's selection of outputs and activities are not at an appropriate level; 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. (if any is true)

Evidence:

Yes the Project has a Result Framework (Page 12 of the Prodoc)

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No documents available.

12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?

- 3: The project's governance mechanism is fully defined. 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. (all must be true)
- 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)
- 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.

Evidence:

Yes the Governance and Management Arrangements for the Project is clearly set out on pages 19 -20 of the Draft Project Document. Terms and References for the Board is attached as Annexes X1.5, together with the ToR for the Project Support Unit.

4

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.

1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.

Evidence:

This is covered under in Project Budget under DPC
(Direct Project Cost)

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No documents available.

Effective**Quality Rating: Needs Improvement**

17. Have targeted groups been engaged in the design of the project?

3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)

2: Some evidence that key targeted groups have been consulted in the design of the project.

1: No evidence of engagement with targeted groups during project design.

Not Applicable

Evidence:

The inclusion of Output 3 in the PRF - will help address this .

List of Uploaded Documents

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No documents available.

Sustainability & National Ownership**Quality Rating: Satisfactory**

20. Have national / regional / global partners led, or proactively engaged in, the design of the project?

3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP.

2: *The project has been developed by UNDP in close consultation with national / regional / global partners.*

1: The project has been developed by UNDP with limited or no engagement with national partners.

Evidence:

Yes it did- Please refer to Q6 .

List of Uploaded Documents

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No documents available.

21. Are key institutions and systems identified, and is there a strategy for strengthening specific / comprehensive capacities based on capacity assessments conducted?

3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. 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: *A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.*

1: Capacity assessments have not been carried out.

Not Applicable

Evidence:

Yes they were identified. There is also capacity building and training allocation ,reflected in the Costed Work plan

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No documents available.

22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?

Yes
No
Not Applicable

Evidence:

For monitoring Yes- and this is clearly set out under
Monitoring and Evaluation in Pages 16-17 of the draft project document

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No documents available.

23. Is there a clear transition arrangement / phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?

Yes
No

Evidence:

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

QA Summary/LPAC Comments

Agenda Item 6

Summary of Key Actions

1. Gender Mainstreaming into the Project

This area of improvement will be revisited at the inception and annual work planning stages of the project

2. Probono Agreement to be shared with the private sectors for finalisation and signing

3. PIDF will continue to work with the countries to finalise and sign MOUs for the implementation of this project. It was also agreed that Government counterparts will ensure clarity and reflection of its contribution, handover process and ownership in the MOU

4. Additional US100,000 to support the full execution of project is approved. This will be submitted to UNOSSC for approval.

5. Board minimum is once per year as per the Project's monitoring and evaluation plan. However, it can be called any time of the year should there be a need.

Next meeting: Early 2020. An invitation will also be extended to the India Government Embassy in Fiji

Agenda Item 7 Decision of PAC

? Project document approved on basis that recommendations will be addressed in finalized project document

? Project document is ready for approval and signing

? A copy of final project document to be shared with members of the PAC

Annex XI.2 Social and Environmental Screening

Annex XI.2 Social and Environmental Screening Template

Project Information

Project Information	
1. Project Title	Solarisation of Head of State Residences in PIDF Member Countries
2. Project Number	[Alias Project Number to be inserted]
3. Location (Global/Region/Country)	Pacific

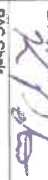
Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability Agenda Item 7 Decision of PAC

- Project document approved on basis that recommendations will be addressed in finalized project document
- Project document is ready for approval and signing
- A copy of final project document to be shared with members of the PAC

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
<i>Briefly describe in the space below how the Project mainstreams the human-rights based approach</i> A human rights approach is 'a conceptual framework for the process of human development that is normatively based on international human rights standards and operationally directed to promoting and protecting human rights. It seeks to analyse inequalities which lie at the heart of development problems and redress discriminatory practices and unjust distributions of power that impede development progress' (http://hrbportal.org/faq). 'Energy...is fundamental to the full enjoyment of not only economic and social rights but also civil and political rights.' Under the United Nations Charter, nations of the world pledge to promote improved standards of living and conditions conducive to economic and social development. Whilst the right to access to energy was not mentioned in specific terms in the UN Charter, creating conditions conducive to socio-economic development will inevitably require the provision of adequate energy services.' (Access to Energy in Sub-Saharan Africa - A Human Rights Approach to the Climate Change Benefits of Energy Access). <i>Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment</i> The Concept Paper - Solarisation of Head of State Residences in the Pacific prepared by PIDF dated July 2018, which was approved for funding by the India-UN Development Partnership Fund, does not include any gender specific activities. <i>Briefly describe in the space below how the Project mainstreams environmental sustainability</i> Environmental sustainability considerations will be reflected in solar PV system design and specification of components, installation, training in operation and maintenance, and, the disposal of components after the end of their service life.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?	QUESTION 3: What is the level of significance of the potential social and environmental risks?	QUESTION 4: How is the level of significance of the potential social and environmental risks?	QUESTION 5: What social and environmental assessment measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
Risk 1: Unsafe and environmentally risky system design and component specifications Risk 2: Unsafe and environmentally risky installation of PV systems Risk 3: Unsafe and environmentally risky operation and maintenance practices Risk 4: Unsafe and environmentally risky disposal of PV components after the end of their service life	Impact and Probability (1-5) Significance (Low, Moderate, High) Comments	Description of assessment and management measures as reflected in the project design. If ESIA or SEIA is required, note that the assessment should consider all potential impacts and risks.	
	1 = 5 1 = 5 1 = 5 1 = 2 Low	Feasibility assessment will include environmental impact aspects as per national environmental impact assessment legislation and regulations. In cases that is no national technical standards for solar PV, system design will adhere to the latest version of the System Design Guidelines for Grid Connected PV Systems (No Battery Storage) prepared by the Pacific Power Association (PPA) and the Sustainable Energy Industry Association of the Pacific Islands (SEIAP). In case there is no national technical standards for solar PV installation, installation will adhere to the latest version of the System Installation Guidelines for Grid Connected PV Systems (No Battery Storage) prepared by PPA and SEIAP. Training of users in basic day-to-day O&M in accordance with the latest version of the Grid Connected PV – Operation and Maintenance Guidelines developed by SEIAP and PPA.	

Signature	Date	Description
QA Approver 	5/12/19	UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have 'checked' to ensure that the SESP is adequately conducted.
QA Approver 	5/12/19	UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have 'cleared' the SESP prior to submission to the PAC.
PAC Chair 	16/12/2019	UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
Principles 1: Human Rights	Answer (Yes/No)
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <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	No

¹ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

	proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ² greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	Yes
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)	Yes
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	Yes
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

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

3.7	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?	Yes
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)	Yes
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ³	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No

³ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

Annex XI.3 - Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures/Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Ineffective coordination	During design	Organizational	Implementation delays. The involvement of multiple organizations (based in different countries and regions of the world) involved in the co-production of outputs, pose project management challenges. Among others the Project Manager is ...effectively supervising people and organizations over which he/she has practically no "official" control and authority'. Additional potential challenges include divergent organisational objectives and incentives. P = 3 I = 4	Frequent (at least monthly), informal and open exchange of information between project team members and agreement to shared country specific work-plans. In addition, the tripartite MoUs will facilitate that work of responsibilities are clear between PIDF, SHOS, and participating governments.	Project Manager	N/a	N/a	N/a
2	Natural disasters	During design	Environmental	Delays to construction and/or damage to the solar PV systems. P = 2 I = 5	To the extent possible, installation work will be undertaken outside of the cyclone season. In addition, as much as possible the system design, component specifications and construction will reflect relevant natural disasters. The latest versions of the design and installation guidelines for off-grid PV systems prepared by the Pacific Power Association (PPA) and the Sustainable Energy Industry Association of the Pacific Islands (SEI-API) will be adhered to.	Project Manager	N/a	N/a	N/a
3	Sustainability	During design	Organizational	Non-operational solar PV systems. P = 2 I = 5	Sustainability is facilitated through various technical, institutional and financial measures: i) relevant natural disasters reflected in system design, component specifications and installation of the systems; ii) onsite personal trained in operation and basic day-to-day maintenance; iii) the national power utility	Project Manager	N/a	N/a	N/a

					undertake commissioning inspection and commissioning; iv) external regular on-site maintenance inspections and servicing (either by the private sector or the national power utility); and v) money saved and/or revenue generated from the solar PV systems will be used to cover the costs for the regular on-site maintenance inspection and servicing and the replacement of system components.				
4	Political change	During design	Political	Change in political leadership can result in the new administration not being supportive of the project P = 2 I = 2	The following will facilitate that the project will survive changes in government: i) raise the project profile from the outset; ii) involve key national and local stakeholders including update on progress regularly; and iii) engage key national and policy stakeholders in activities. In addition, the fact that the Government of India support the project financially will mitigate this risk.	Project Manager	N/a	N/a	N/a

Annex XI.4 –Key Findings and Recommendations from HACT Micro Assessment⁴⁷

No.	Description of Finding	Recommendation
1.	<u>Absence of monitoring and evaluation function</u> <i>Checklist Category: 2.6 and 2.7</i> <i>Risk Ranking: High</i> The IP has developed a 2018-2020 implementation plan which details multi-year activities, targets and log-frame. In light of this, a Monitoring and Evaluation (M&E) Manual was established to guide monitoring and evaluation activities which integrate required principles, initiatives, plans, reports and templates for the IP. However, our assessment notes that the IP has yet to publish activity progress and evaluation reports as a means to demonstrate that planned activities have been undertaken. Moreover, we were not provided with evaluation committee meeting minutes as proof of formal oversight by a committee. The UNDG HACT Framework requires the UN Agency to determine whether the governing body meets on a regular basis and performs oversight functions. Furthermore, it requires the UN Agency to establish whether the IP conducts regular M&E activities and documents regular oversight meetings. At present we understand that project implementation has yet to be rolled out for reporting to commence. <u>Implication</u> The absence of progress and evaluation reports impairs our ability to confirm the implementation of evaluation activities and regular oversight activities handled by the IP. This has increased the overall risk rating for the IP.	We recommend that the Implementing Partner submit to the implementing agency all potential evaluation strategies and reports for future reference. <i>IP Comments:</i> The M&E function in PIDF is assigned to the Policy & Research Unit that also developed the Manual. The statement that PIDF has yet to publish activity progress and evaluation report is incorrect. Three meetings of the Senior Official Committee (SOC) were convened in 2015 and 2016, including a Leaders' Summit where an update of the progress of activities towards the Summit Outcomes, including a Progress and Evaluation Report on implementation of the Annual Workplan for each year is provided and reported for approval by the SOC as part of the Secretary General's Report against the outcome targets. It was decided in the final October SOC meeting for 2016 that a self-reporting system be in place for the new Chair. Since then, as part of its M&E process, PIDF has produced a Monthly Brief Report to the Chair of PIDF, documenting progress on activities and daily schedule of activities. Three Annual Reports for the period 2015/16, 2017 and 2018 have also been finalized, one of which is published. All the SOC Meeting Minutes, Leaders' Summit Outcome documents, Activity Progress Reports, and Monthly Progress Reports are available on request. Our Governing body has last met on Friday, 27th April 2018, as part of our oversight on activities. There is no absence of progress and evaluation reports, all the above documents and report are available for your re-assessment of this finding. <i>UNDP Comments:</i> M&E are essential components of project implementation. UNDP will ensure that the monitoring and oversight role are provided to IP if need be to ensure that proper implementation of project activities are carried out smoothly.

⁴⁷ Pp. 6-12, Harmonized Approach to Cash Transfers - Micro-Assessment of the Pacific Islands Development Forum, prepared by EY for UNDP, 10 June 2019.

No.	Description of Finding	Recommendation
2.	<u>Lack of adequate key programme and finance staff</u> <i>Checklist Category: 3.3 and 3.4</i> <i>Risk Ranking: High</i> The UNDG HACT Framework requires the UN Agency to determine whether the IP's organizational structure for finance and programme management as well as the competency of staff is appropriate for the complexity of the IP and the scale of activities. Our review of the current structure of the IP notes that Programme Activities for all thematic and donor partners are headed by the Team Leader Programmes and assisted by two Coordinators. In terms of finance, the Team leader corporate services is in charge of overall finance controls and assisted by a Finance Coordinator and Logistics (procurement) Officer. At the time of our assessment, the IP was in the process of replacing the recently vacated Team Leader position for finance. We understand that the current structure has been determined by budget allocations and may be subject to revision if funding allow for such. Based on our understanding of the proposed components of the project to be implemented by the IP at various country locations, the present structure may not be adequate for managing financial and programme implementation. <u>Implication</u> The lack of adequate key staff may impair the timely implementation, evaluation of progress and financial reporting. This has increased the overall risk rating for the IP.	We recommend the Implementing Partner ensure that appropriate implementation plans be put in place to ensure that progress of activity components and acquittal reporting is not impaired. <i>IP Comments:</i> Two positions are currently vacant in the Corporate Services Unit in the current organizational structure. The Team Leader for Corporate Services and the Coordinator Finance. The recruitment and selection process for the Team Leader - Corporate Services is now completed and an offer of employment has been made. We expect this critical position to be filled within two weeks. Thereafter, the re-organisation of the Unit will be his responsibility including the recruitment of additional finance and administrative staff to support grant management and financial management/control for programme implementation. PIDF has contracted Maximize in 2017, to complete both a Restructuring of the PIDF and a Performance Management System. The restructuring proposal is currently in draft form to be reviewed by a new Sub-Committee of the SOC for submission/Approval by the Leaders' Summit in 2019. By the time of the start of project implementation, there should not be a lack of adequate key staff. <i>UNDP Comments:</i> This finding is very important and key Finance staff are needed to undertake the financial reporting role. However, it is noted that the key posts are now being filled. In addition, we note that PIDF's Team Leader Programme Management will be the Manager for the planned project. UNDP will provide support to IP if need be to assist with IP's financial reporting and other administrative work.

No.	Description of Finding	Recommendation
3.	<u>Inadequate finance training on donor processes and reporting</u> <i>Checklist Category: 3.5 and 7.6</i> <i>Risk Ranking: High</i> We have reviewed the Annual Training plan for the 2017 fiscal year, training needs analysis templates, certificate as well as the PIDF HR Policies and Procedures manual. We note that training provided to finance and programme staff have been related to report preparation and basic M&E. However, further training related to procurement processing and reporting of financial activities in line with donor partner requirements has yet to be undertaken. In addition, the UNDG Framework requires the UN Agency to determine whether the procurement unit is resourced with qualified staff who are trained and certified and considered experts in procurement and conversant with UN / World Bank / European Union procurement requirements in addition to the IP's procurement rules and regulations. <u>Implication</u> The absence of proper training policy and activities for finance, procurement and programme staff has increased the overall risk rating of the IP.	We recommend that the IP and the UN agency consider facilitating Finance and procurement training activities for programme and finance staff. <i>IP Comments:</i> PIDF consider this finding on training on donor processes and reporting misguided as it assumes the organization is or is likely to apply for funding and for staff to be conversant in UN/World Bank/ European Union while no funding was applied for, nor offered, nor received from these donor partner sources. It makes no practical sense to provide training with donor partners that have no interest or willingness in providing PIDF with funding. As reported there is no absence of proper training for finance, and training policy for finance and procurement requirements – just that it is assuming we are receiving or are to receive funds from these donors. In the two instances where we received small funds from the UNDP and the GIZ-EU, procedures were provided by the donors and procurement instructions followed to the satisfaction of both UNDP and the GIZ-EU funded project. We are not aware of training from UN, World Bank or EU to non-funded recipients, but would be willing to enroll our finance staff if you can provide us with these courses information. We also assume that upon signing of the Project Document, UNDP will invite PIDF finance and reporting staff to training in finance and procurement guidelines to reach certification. <i>UNDP Comments:</i> UNDP is willing to provide needed training to the PIDF Staff on relevant UNDP Programme and Operations Policies and Procedures related to project management. This is standard practice during the inception phase for most of the UNDP Pacific Office in Fiji's Resilience and Sustainable Development projects. Since the planned project is procurement heavy, UNDP will train the staff of PIDF so that appropriate procurement methods are followed including to mitigate risks. In addition, there is the option of UNDP providing support services related to procurement of goods and services.

No.	Description of Finding	Recommendation
4.	<u>Lack of proof of internal function</u> <i>Checklist Category: 4.29</i> <i>Risk Ranking: High</i> Our assessment notes the absence of an internal audit structure, risk matrix and internal audit plans. Moreover, the PIDF Finance Management Manual does not provide guidelines or reporting lines for internal audit. The UNDG HACT Framework requires the implementing agency to determine whether the IP has an internal audit function which is sufficiently independent to make critical assessments and to whom the internal auditor is to report. At present, we understand that budgetary requirements and the volume of the IP's transactions do not allow for such. Internal audit is an important function by which the IP can evaluate the effectiveness of its control activities, functions and structure. <u>Implication</u> The lack internal audit coverage or reports, increases the overall risk rating of the IP.	We recommend that the IP consider internal audit establishing an internal audit function, risk matrix and plans as a means to evaluate the effectiveness of their controls in future. <i>IP Comments:</i> The PIDF Finance Management Manual does not provide guidelines or reporting lines for internal audit. We assume this was due to the size of the organization, designed as a 20-staff organization and budget. With a Finance Team of 4 staff as per current organizational structure, we would be interested in suggestions for implementing an internal audit process that would meet the requirements for this important function and justify its cost as part of the organization. The new Team Leader Corporate Services will be responsible for its set-up and control. <i>UNDP Comments:</i> Internal control function is very important, for project implementation. As this will provide clear steps on the roles and responsibility of the PIDF staff, absence of this policy could result in audit risk. UNDP will ensure that spot checks are done and assurance plans developed and are in place to strengthen the internal control function of the IP.

No.	Description of Finding	Recommendation
5.	<u>Absence of assurance activities and reports on procurement procedures</u> <i>Checklist Category: 7.4</i> <i>Risk Ranking: High</i> The IP was unable to provide us with service or supplier contract templates, procurement process templates and evidence of formal decisions which should include segments for ethical exclusions, selection process and conflict of interest clearances. The current procurement system used by the IP is based on a manual system that is has yet to be audited or independently reviewed for transparency and ethical compliance. Moreover, procurement reports were not made available as a means to demonstrate the experience of past procurement committees in evaluating bids for equipment and services that may be related to the IP in relation to infrastructure and Sustainable energy. <u>Implication</u> The UNDG HACT Framework requires the UN agency to determine if the potential implementing partner's procedures and templates of contracts integrate references to ethical principles and exclusion and ineligibility criteria. The absence of such templates and assurance reports have increased the overall rating of the IP.	We recommend that procurement reports and audits be encouraged in future to reaffirm the transparency of the IP's procurement practices. <i>IP Comments:</i> PIDF had three independent audits completed, where supplier contracts, procurement process and evidence of decisions were reviewed. No issue was raised by the auditors in their Letters to management over the procurement procedures during audit of the organization. Important to note that past procurement of large items in relation to infrastructure of any kind are absent, but procurement reports for smaller pieces of infrastructures or equipment or services are available for review. All three independent audits of PIDF were unqualified. PIDF notes the importance of integration to ethical principles and exclusion and ineligibility criteria and this is something new Team Leader for Corporate Services will be responsible in establishing. <i>UNDP Comments:</i> As mentioned above, the planned project is procurement heavy. The planned project will include the following 22 key procurement transactions and associated contract management: • Goods ○ Supply and transport of 11 solar photovoltaic (PV) system balance of system (BOS) components, including wiring, switches, and mounting system (excluding panels that is planned to be provided by a private company pro-bono) • Services ○ 11 service contracts for private companies to install the complete solar PV systems and train on-site users to operate and maintain the PV based systems on a day-to-day basis There is a potential to combine the procurement of some of these goods and possibly also services, which will reduce the number of procurement transactions (and hopefully also lower unit costs), but this is not known yet. As also mentioned above, there is the option of UNDP providing support services related to procurement of goods and services, which will be in accordance with UNDP regulations, rules, policies and procedures.

No.	Description of Finding	Recommendation
6.	<u>Lack of contract management procedures</u> <i>Checklist Category: 7.13, 7.16, 7.17, 7.19 and 7.20</i> <i>Risk Ranking: High</i> The PIDF Finance Management Manual has established guidelines in the process of procurement and thresholds to be adhered to. However, the Manual does not cover contract management procedures and guidelines for: - Tracking supplier performance; - Post facto-actions; and - Contract management <u>Implication</u> Due to the absence of the above procedures, the overall risk rating has increased.	We recommend that the procurement and contract management responsibilities be clearly defined for the purpose of the IP. <i>IP Comments:</i> Comments noted in consideration the Finance Management Manual was designed for a small 20-staff organisation and this will likely remain the overall size of the organisation in the future after restructuring is approved. The new Team Leader for Corporate Services will be responsible for developing a contract and grant management procedures and guidelines, that were not required in our first phase of establishment. A reminder that the Finance Management Manual was developed by EY for the PIDF at the time <i>UNDP Comments:</i> It has been noted that PIDF is working on revising the finance management manual. If procurement component could be added in the next revision. As mentioned above, there is the option of UNDP providing support services related to procurement of goods and services, which will be in accordance with UNDP regulations, rules, policies and procedures.

No.	Description of Finding	Recommendation
7.	<u>Operational risk considerations</u> <i>Checklist Category: 1.11</i> Risk Ranking: Significant The UNDG HACT Framework requires the UN agency to ascertain whether the IP has any key financial or operational risks that are not covered by this questionnaire. Our assessment notes that the IP's core funding is based on Voluntary contributions from Member countries and other organisations which are determined by the PIDF Conference. Fiji remains the highest contributor, with actual contributions of FJ\$2,249,483 (67% of total contribution) in 2016 and FJ\$1,300,000 (72% of total contribution) in 2017. In 2018 the Fiji Government is expected to contribute 52% of total contribution amounting to US\$634,146. Due to the reduction of Fiji Government's total contribution, the IP experienced an operational deficit of FJ\$539,904 in the 2017 audited financial statements compared to a surplus of FJ\$669,690 in 2016. The IP's audited financial statements have been prepared on going concern basis on the premise that it will continue to operate in the foreseeable future and on the understanding that the forum will be able to generate sufficient cash surplus as well as financial assistance from its members when they fall due. Given the operational deficit in 2017, our assessment notes that the IP may face going concern risk or operational risk unless member contributions or Grant contributions were to further increase. <u>Implication</u> Operational or going concern risk may pose a risk to agency funding to be implemented by the IP. As such, the overall risk rating for the IP has increased.	We recommend that the IP and the implementing agency continue to communicate regarding its financial operation and implementation plans to ensure that agency funding is not at risk. <i>IP Comments:</i> The comments are noted, but fail to indicate that the core of the PIDF financial strategy is to become financially sustainable by setting-up a Regional Development Trust Fund to fund its operations and programmes (refer to Charter of PIDF). Work on this has been on-going since 2016 through a Sub-Committee and the Trust Fund should be established in 2019. Trust Deed, Financial and Operation Manuals have been completed. At the 2017 Partner Roundtable held in August, two donor partners pledged to capitalize the Trust Fund once set-up. Also, there is no reduction in Fiji's Government contribution in 2018. It contributed the same amount of FJ\$1,300,000 (refer to Fiji National Budget 2017/2018 and 2018/2019). But the reduced 52% contribution is due to an increase in other members' voluntary contribution. In 2017, only two members contributed, in 2018, six members contributed. The 2018 Financial Report is now available showing an operational surplus of FJ\$802,750 at 31st December, so there is no operational deficit now and both members and grant contributions from donor partners and now funding for projects. A comparative assessment of PIDF revenue from 2016 to 2018 is available. In 2018, PIDF was approved as a Regional Implementing Agency to the China South-South Cooperation Assistance Fund, and more than USD\$10 million in project funding are in the pipeline for PIDF, as we just returned from meetings in Beijing with CICETE and China Aid on our concept proposals. <i>UNDP Comments:</i> The IP has mitigation plans to overcome the financial deficits and UNDP will be conducting regular assurance activities to oversee the project implementation. The moderate Risk rating will mean that two spots check conducted and as are regular programmatic visits.

Annex XI.5 – Terms of Reference for Project Board

Overall responsibilities: The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when Project Manager tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Composition and organization: This group contains three roles, including:

- 1) An Executive: individual representing the project ownership to chair the group.
- 2) Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Potential members of the Project Board are reviewed and recommended for approval during the LPAC meeting. For example, the Executive role can be held by a representative from the Government Cooperating Agency or UNDP, the Senior Supplier role is held by a representative of the Implementing Partner and/or UNDP, and the Senior Beneficiary role is held by a representative of the government or civil society. Representative of other stakeholders can be included in the Board as appropriate.

Tentatively it is proposed that the Project Board will be composed of a representative of the Indian High Commission (Senior Supplier), PIDF (Co-Chair), UNDP (Co-Chair), Fiji (representing Melanesia), Marshall Islands Embassy (representing Micronesia), Tuvalu High Commission (representing Polynesia), and, SHOS (observer).

Specific responsibilities:

Defining a project

- Review and approve the Initiation Plan (if such plan was required and submitted to the LPAC).

Initiating a project

- Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the Initiation Stage (if an Initiation Plan was required);
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

Running a project

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

Closing a project

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

Executive

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

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

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

The Executive is responsible for overall assurance of the project as described in Annex X.5 – Terms of Reference for Project Assurance. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

Senior Beneficiary

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness, the role should not be split between too many people.

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

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

Where the project's size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities (see also Annex X.5 – Terms of Reference for Project Assurance).

Senior Supplier

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role.

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

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

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

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

Annex XI.6 – Terms of Reference for Project Manager



Overall responsibilities: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board 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 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. Prior to the approval of the project, the Project Developer role is the UNDP staff member responsible for project management functions during formulation until the Project Manager from the Implementing Partner is in place.

Specific responsibilities would include:

Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party(ies);
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles;

Running a project

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

Closing a Project

- Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

Support services	Schedule for the provision of the support services	Cost to UNDP of providing such support services	Amount and method of reimbursement of UNDP
1. Procurement of Services: Installation of complete solar photovoltaic (PV) systems, including training of on-site users to operate and maintain the PV based systems on a day-to-day basis	2020-2021	Refer to Project Document	For amounts refer to Project Document. Method is Direct Project Costs (DPC)
2. Procurement of goods: Supply and transport of remaining balance of system (BOS) components (including wiring, switches, and mounting system)	2020-2021	Refer to Project Document	For amounts refer to Project Document. Method is Direct Project Costs (DPC)

Description of functions and responsibilities of the parties involved:

Entity	Functions and Responsibilities
PIDF Secretariat	- Reviewing/commenting on draft Request for Proposals/Quotations/Invitation to Bid - Participation in evaluation of offers - Reviewing/commenting on draft deliverables from consultants/companies
UNDP	- Prepare draft Request for Proposals/Quotations/Invitation to Bids - Issuing tenders - Participation in evaluation of offers - Awarding and managing contracts

Overall responsibilities: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board 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 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. Prior to the approval of the project, the Project Developer role is the UNDP staff member responsible for project management functions during formulation until the Project Manager from the Implementing Partner is in place.

Specific responsibilities would include:

Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party(ies);
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles;

Running a project

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

Closing a Project

- Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

Overall responsibility: 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 has to 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 typically holds the Project Assurance role.

The implementation of the assurance responsibilities needs to answer the question “What is to be assured?” The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality.

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not “creeping upwards” unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board’s decisions are followed and revisions are managed in line with the required procedures

Specific responsibilities would include:

Initiating a project

- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that people concerned are fully informed about the project
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out

Running a project

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”.
- Ensure that the Project Data Quality Dashboard remains “green”

Closing a project

- Ensure that the project is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;

- Ensure that project accounts are closed and status set in Atlas accordingly.

**Annex XI.9 – Pro Bono Agreement Between the United Nations
Development Programme and Solaria For The Supply of Solar
Photovoltaic Panels and Monitoring Equipment**

[To be Inserted]

Annex XI.10 – Project Corporation Agreement Between the United Nations Development Programme and the Secretariat of the Pacific Island Development Forum

[To be Inserted]

Annex XI.11 – Description of Support Services to be Provided by the United Nations Development Programme

The UNDP country office shall provide support services for the Project as described below:

Support services	Schedule for the provision of the support services	Cost to UNDP of providing such support services	Amount and method of reimbursement of UNDP
1. Procurement of Services: • Installation of complete solar photovoltaic (PV) systems, including training of on-site users to operate and maintain the PV based systems on a day-to-day basis	2020-2021	Refer to Project Document	For amounts refer to Project Document. Method is Direct Project Costs (DPC)
2. Procurement of goods: • Supply and transport of remaining balance of system (BOS) components (including wiring, switches, and mounting system)	2020-2021	Refer to Project Document	For amounts refer to Project Document. Method is Direct Project Costs (DPC)

Description of functions and responsibilities of the parties involved:

Entity	Functions and Responsibilities
PIDF Secretariat	• Reviewing/commenting on draft Request for Proposals/Quotations/Invitation to Bid • Participation in evaluation of offers • Reviewing/commenting on draft deliverables from consultants/companies
UNDP	• Prepare draft Request for Proposals/Quotations/Invitation to Bids • Issuing tenders • Participation in evaluation of offers • Awarding and managing contracts