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United Nations Development Programme

PROJECT DOCUMENT

Nepal

Project Title: **Green Job Creation through Recycling and Upcycling in Pokhara**

Project Number: 01001243

Implementing Partner: UNDP

Start Date: September 2023 **End Date:** December 2029

PAC Meeting date: 23 December 2023

Brief Description

Pokhara Metropolitan City (PMC) generates 182 metric tons of waste per day, including the waste generated by the fluctuating population. Out of this, 80 per cent is domestic, while 16 per cent and 4 per cent is commercial and institutional respectively. Out of the total waste, 85 ton/day is being disposed in the dumping site in Laamey Aahal (Ward 32). However, the dumping site does not meet proper standards for a landfill site since it is located just beside a river and does not have proper walls to prevent leakage of waste water. Being the capital city of Gandaki Province, as well as a major tourist destination, Pokhara is one of Nepal's fastest growing cities. The increase in population due to migration, influx of tourists, and rise in commercial activities, has increased the pressure on the existing waste management infrastructure of the city.

The "Green Job Creation through Recycling and Upcycling in Pokhara Metropolitan City (GCRU) project" is designed to promote the green economy by establishing recycling/upcycling (RU) enterprises based on the circular economy model, in place of the current 'throw away' approach, thereby increasing green jobs and reducing pollution and environmental impact of solid waste. This objective will be achieved through three interlinked areas of interventions – policy and coordination, promoting of RU enterprises, and empowering communities for increased awareness and community level RU initiatives. The project will support in creating an enabling policy environment and establishment of a Green Venture Zone (GVZ) to incentivize existing and potential RU enterprises. Moreover, the project will strengthen community awareness for waste collection and segregation to ensure the supply of clean materials required for RU enterprises. The project will work closely with the PMC to deliver results and to ensure their sustainability.

Contributing Outcome (UNSDCF, CPD, RPD):

By 2027, more people, especially women, youth, the most marginalized and poor, increasingly benefit from and contribute to inclusive, resilient, and sustainable socioeconomic transformation at federal, provincial and local levels.

Indicative Output(s) with gender marker[1]: GEN1

Total resources required:		USD 6,670,000
Total resources allocated:		USD 6,670,000
	UNDP TRAC:	USD 870,000
	Donor:	USD 5,800,000 (including 1% UN levy)
	Government:	-
	In-Kind:	Land for GVZ
Unfunded:		0

[1] The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for eachutput: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

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Agreed by (signatures)[2]:

UNDP	Pokhara Metropolitan City
DocuSigned by: 1312DB2D84034A0... Print Name: **Ayshanie Medagangoda-Labé** Resident Representative	Print Name: Dhana Raj Acharya Mayor
Date: 09-Apr-2024	Date:

[2] Note: Adjust signatures as needed

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I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

PMC generates 182 metric tons of waste per day[3], including the waste generated by the fluctuating population. Out of this, 80 per cent is domestic, while 16 per cent and 4 per cent is commercial and institutional respectively. PMC has dedicated eight solid waste management (SWM) stakeholders who regularly collect solid waste from 25 out of 33 wards (84.57%). The collected waste used to be taken to the landfill site* (85 T/D) in Bachhebuduwa. However, the landfill site in Bachhebuduwa has been closed due to concerns about potential bird strikes on flights to/from the newly-opened Pokhara International Airport. In order to meet the urgent need, a temporary dumping site in Laamey Aahal (Ward 32) is now used and 80 tons/day of waste is taken to the site. However, the temporary dumping site does not meet proper standards for a landfill site since it is located just beside a river and does not have proper walls to prevent leakage of waste water.

Out of 182MT per day, 68MT is managed at source which means the disposable waste amounts to 114 MT which comprised of 85MT to the landfill and the remaining 29MT is not collected.. Being the capital city of Gandaki Province as well as a major tourist destination, Pokhara is one of Nepal's fastest growing cities. The increase in population due to migration, influx of tourists, and rise in commercial activities has increased the pressure on the existing waste management infrastructure of the city.

The table below presents the summary of waste characterization, particularly physical composition of waste generated in Pokhara as per a World Bank Study (2020)[4]. It shows the content of waste at the point of generation, and at the landfill site.

Material	Point of Waste Generation	Waste Quantity Generated per day (in tons)
Organic	65%	118.63
Plastic	19%	34.68
Paper	6%	10.95
Glass	4%	7.30
Rubber	0%	0.46
Textile	2%	3.65
Metal	2%	3.65
Others	1%	2.28

Solid Waste Management Stakeholders

There are eight private sector SWM enterprises currently engaged for municipal waste collection in PMC. Updated information of these SWM enterprises are as follows;

SN	Name	Working area (Wards)	Provision
1	Pokhara Foharmaila P. Ltd	7 & 17	
2	Brihat Batawaraniya Sunder Nepal P. Ltd	3, 4, 8 &9	

[3] Strategic Assessment of Solid Waste Management Services and Systems in Nepal : City-Level Assessment and Draft Service Improvement Plan for Solid Waste Management For Pokhara Metropolitan City (worldbank.org)

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3	Waste Management Recycling P. Ltd	10,15 &14	20% of the service fee collection goes to PMC
4	Nepal Public Health and Environment Development P. Ltd	1, 2 &5	
5	Bhadrakali Waste Management P. Ltd	11, 12, 13, 6 &20	20% of the service fee collection goes to PMC 36,60,000 (exclude VAT) for Sludge management
6	Pragati Sansar Nepal P. Ltd	16,19, 26, 27, 28, 29, 30, 31, 32 & 33	20% of the service fee collection goes to PMC
7	Waste Services P. Ltd	Healthcare waste management	
8	Habis Construction **		24,52,000 (exclude Vat)

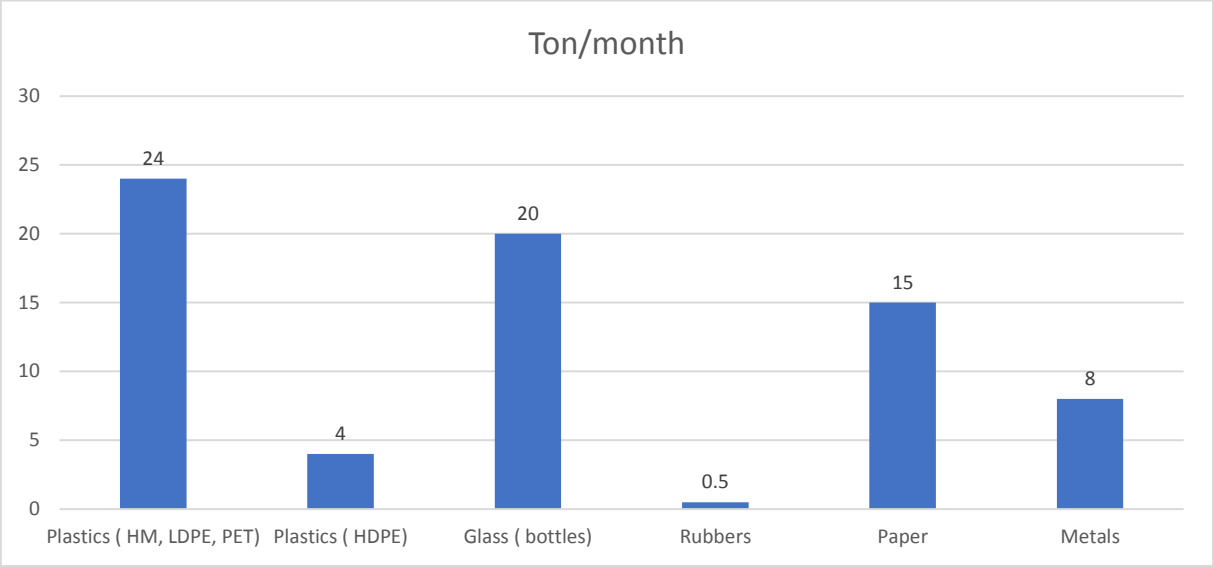
Source: Joint Feasibility Study, KOICA and UNDP
*** Company does recyclables extraction from the landfill*

These stakeholders collect waste from the city and transfer it to the landfill. Using receipts prepared by PMC, they collect fees from service recipients in the respective wards which include households, institutions, and commercial enterprises. They deposit the collected sum amount in a separate bank account of PMC every month, 80 per cent of which is then released to them after verification by PMC. The remaining 20 per cent of the service fee collection is a royalty payment to PMC. Additionally, Waste Services P. Ltd is a private operator that manages medical waste of healthcare institutions in the city. They use the central treatment facility established with the support of PMC. This facility also has an autoclave for sterilization of infectious waste and a separate sorting station for healthcare waste. The infectious materials are sterilized/autoclaved, sorted into several categories, stored as resource materials, and sold regularly.

Recyclables Extraction from the Landfill

PMC has also authorized Habis Construction P. Ltd. for regular extraction of recyclables from the landfill. The most extracted material is plastic (HM, LDPE, and PET) and the least extracted materials are rubber and metals. The table below shows the details of recyclable materials extracted from the landfill site and sold to scrap vendors and recycling factories. This accounts for 2.8 per cent of the total waste that is transferred to the landfill site after collection.

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Present Status of Recycling & Upcycling Enterprises in Pokhara

Despite the increasing volume of waste, PMC has limited choices for recycling and upcycling. The existing few recycling facilities process a limited number of waste fractions (primarily paper, metal, and PET bottles) and are unable to absorb the daily generated amount. Lack of investment in technology has led to a limited capacity for resource recovery. Currently, eight solid waste management companies collect waste in a mixed state, of which they are able to segregate and sell a small portion of recyclable waste to Nepali and Indian scrap collectors. The companies sell a majority of their recyclable waste to Indian companies due to two reasons: lack of appropriate technology, and insufficient manufacturing industries of recycling waste in Pokhara and Nepal. A limited fraction of the generated plastic waste is recycled within PMC itself by companies such as Himalayan Life Plastics and Three Star Pipe Udhyog.

The current situation analysis indicates a need for appropriate recycling and upcycling technologies that are able to handle a wide range of waste fractions while generating employment opportunities for the local population. There is a need to set up RU enterprises that are economically and environmentally sustainable, and use modern technologies tailored to the context of Nepal through partnerships with private sector actors, national research institutions, or academia.

Moreover, several RU enterprises exist in Kathmandu. Some of them operate at large scale with more experience and expertise in technology and marketing. For example, Blue Waste to Value (BW2V), Doko Recyclers (DOKO), Sakti Milan Nepal, and Dhasoo Deals are some of the RU enterprises with experience and a record of good performance. Details about these RUs are included in the partnerships section (below). The project will explore partnerships with these RU enterprises and collaborate with them for the GVZ incubation program, as well as mobilise them for capacity building of Pokhara-based RU enterprises and marketing of RU products.

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Plastic Waste Recycling in Pokhara

Plastic pollution is increasingly becoming a global problem. Globally, plastic production soared from 2 million tonnes in 1950 to 348 million tonnes in 2017. Exposure to plastics can harm human health, and potentially affect fertility, hormonal, metabolic and neurological activity. Open burning of plastics is a significant contributor to air pollution. By 2050, greenhouse gas emissions associated with plastic production, use and disposal is expected to account for 15 per cent of allowed emissions, under the goal of limiting global warming to 1.5°C (34.7°F). Annually, some 11 million tonnes of plastic waste flow into oceans. Considering these challenges, in March 2022, the UN resolution "End plastic pollution: towards an international legally binding instrument" was endorsed at the UN Environment Assembly (UNEA-5). The resolution addresses the full lifecycle of plastics, including its production, design and disposal. The resolution establishes an Intergovernmental Negotiating Committee (INC) with the ambition of completing a draft global legally binding agreement by the end of 2024. It is expected to present a legally binding instrument, which would reflect diverse alternatives to address the full lifecycle of plastics, the design of reusable and recyclable products and materials, and the need for enhanced international collaboration to facilitate access to technology, capacity building, and scientific and technical cooperation.

Plastic waste is among the most challenging waste fractions to recycle and/or upcycle because of the complicated manufacturing process used to produce plastic goods. In addition, most plastic goods tend to be composite in nature - a mix of two or more materials - making it difficult to separate for recycling. In addition, recycling technologies tend to be different for different types of plastics because of their varying chemical composition and properties. Composition of various types of plastics in Pokhara are presented in the table below.

Type of Plastics	T/M	% of total plastic waste	Reference (examples)
Polyethylene Terephthalate (PETE or PET)	393.73	37.85%	Disposable drinking bottles, soft drinking bottles, perishable food containers, vegetable oil bottles, shopping bags and pillow filling, textile fibres, egg boxes, wipers, circuit breaker, connectors etc.
Low-Density Polyethylene (LDPE)	370.75	35.64%	Films fertilizer bags, refuse sacks, packaging films, bubble wrap, flexible bottles, irrigation pipes, thick shopping bags, wire and cable applications, some bottle caps, bread bags, sandwich bags, ice cream containers, rubbish bins etc.
LDPE (Wrappers)	11.03	1.06%	
High-Density Polyethylene (HDPE)	159.16	15.30%	Water bottle, bleach bottle, milk bottles, chemical bottles, Crates, snack food boxes, cereal box liners, toys, buckets, rigid popes, plant pots, plastic wood, garden furniture, wheeled refuse bins, compost containers etc.
Polystyrene, or Styrofoam (PS)	7.28	0.70%	Disposable coffee cups, food boxes, plastic cutlery, yoghurt containers, egg boxes, takeaway food

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Type of Plastics	T/M	% of total plastic waste	Reference (examples)
			containers, video cases, coat hangers, low-cost brittle toys etc.
Polyvinyl Chloride (PVC)	8.74	0.84%	Pipes and fittings, wire and cable sheets, credit cards, carpet backing and other floor covering, window and door frames, guttering, synthetic leather products, thermal insulation-pvc foams, automotive parts etc.
PVC Banner	6.66	0.64%	Flex banners
Polypropylene (PP)	31.52	3.03%	Margarine tubs, crates, plant pots, straws, most bottle tops, screw on lids, ketchup and syrup bottles, yoghurt and some magazine containers, food wrappers, hinged lunch boxes, refrigerated container, fabric/carpet fibres, heavy duty bags, tarpaulins etc.
PP (wrappers)	5.62	0.54%	chocolate wrappers and potato crisp bags
Other Plastics			
Nylon (PA)	9.05	0.87%	Poly amide elements like textile form, rope, sewing thread, net, raincoat, umbrella, sleeping bag, tent, luggage, toothbrush and cosmetic brush bristles, carpet, food packaging, gears, insulator, sportswear etc.
ABS	2.18	0.21%	Acrylonitrile butadiene Styrene materials like 3D printing, keys on computer keyboards, power tool housing, musical instruments, automotive trim components, car bumpers, protective headgear, luggage, wheel covers, kitchen appliances, toys (LEGO bricks) etc.
Diapers (AHPs)	12.80	1.23%	
Sanitary pads (AHPs)	7.07	0.68%	
Tetra Pak	14.46	1.39%	
Total	1,040.04	100%	

Source : BW2V's study

Electronic Waste Management Status in Pokhara

E-waste, one of the fastest growing waste fractions, is also a significant challenge for PMC as there is a lack of a formalized collection and recovery value chain, and safe processing mechanisms. E-waste contains over 1,000 different substances, many of which are toxic and potentially hazardous to the environment and human health if not recycled or disposed of in an environmentally and occupationally sound manner. According to the Global E-waste Monitor 2020, an average Nepali produces 900 gram of e-waste per annum which implies that PMC currently generates an approximate amount of 453 tonnes of e-waste every year.

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Across Nepal, as is the case in PMC, the informal sector manages e-waste, creating informal jobs and opportunities for underprivileged persons. Without appropriate technology and recovery methods, however, they face huge health hazards. The high rate of product obsolescence, designing products built to last only a short period of time, is a significant factor for increased generation of e-waste.

Yet, e-waste is also a resource (secondary raw material) as it contains valuable materials that can be recovered, reused and/or recycled as raw materials. The benefit of material extraction from e-waste is that it significantly reduces the carbon footprint in comparison to primary source extraction (mining of virgin ores). E-waste can be classified into four categories for proper segregation and management: (1) hazardous recyclable components; (2) precious recyclable components; (3) hazardous non-recyclable components; and (4) non-hazardous non-recyclable components.

Challenges

Inadequate policies and enabling environment

The Solid Waste Management Act, 2068 of Nepal has made the local governments responsible for the operation and management of infrastructure for collection, treatment and final disposal of the Municipal Solid Waste (MSW). PMC's waste management guidelines, which were developed four years ago, do not sufficiently include RU. The absence of operational manuals restricts PMC to effectively implement the guidelines, including incentives for RU enterprises. PMC does not have a monitoring mechanism to evaluate the efficiency of solid waste collection, recovery, and service quality. They rely on complaints received from waste generators to understand if the waste is being collected or not. The complaint management system, however, is not functioning effectively.

Overall, the cooperation between PMC and the private sector is limited and primarily transactional in nature. The lack of data tracking tools and monitoring has also resulted in a lack of comprehensive data according to the waste fractions. The only data recorded is total waste received at landfill. The recovery of desired waste materials is inadequate and costly at the moment because it is collected only at the landfill in a haphazard manner. At present, PMC invests in waste management, primarily on street sweeping and rudimentary waste collection. PMC spends NPR 30.39 million annually on waste management against its total budget of NPR 6.19 billion. It generates revenue from engaging the SWM private sector of NPR 90.31 million per annum.

PMC has appointed a private contractor to extract recyclables from the waste dumped at the landfill. PMC receives royalties from the contractors for the recyclable's extraction through an annual contract of approximately NPR 2.6 million. Recyclable/sellable waste is segregated by an estimated 90 informal waste workers (more than two third are women), and then sold to scrap dealers and recycling vendors while the majority of the waste is dumped and buried in the landfill. The recycling vendors then sell segregated waste to recycling factories in Nepal and India which shows that a value chain exists for recyclables. Due to the absence of necessary treatment and safety measures, there are high health risks associated to the work of the informal waste workers involved in extraction of waste from the landfill. Since two third of the informal workers are women, they suffer the most. It is observed that primarily women do the household work and are supposed to manage waste generated at household level, and therefore exposed to the health risks. Additionally, waste management in poor settlements is even more challenging due to poor awareness and lack of

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capacity and resources. A detailed study of gender equality and social inclusion issues will be conducted during the project initiation phase, together with the project baseline survey.

Lack of effective SWM coordination mechanisms in PMC is another challenge to mobilize all relevant stakeholders for proper management of waste including source segregation, collection, recovery, and use of recyclable materials for RU enterprises. The capacity of SWM stakeholders, including PMC staff, requires further strengthening to ensure they are better equipped with relevant knowledge and skills in promoting RU and contribute to the creation of green jobs. Updated guidelines supported by operational manuals and vibrant coordination structures would create an enabling environment for all relevant stakeholders including waste collectors and existing and potential RU enterprises.

Lack of sufficient infrastructure for Solid Waste Management

PMC has adopted a Public Private Partnership model and polluters pay principle in the SWM sector. Private waste management companies are primarily engaged in the unscientific collection and disposal of waste with very limited resource recovery, without paying adequate attention to source segregation, separate collection, or RU activities. Since the contract with PMC hinders them to segregate recyclables, they transfer all the collected garbage to the landfill, from where another contractor manages waste segregation. PMC does not have material recovery facilities (MRFs), transfer stations or treatment plants within the city. This collect-and-dump system of waste management results in resourceful materials getting mixed, lessening the potential value and discouraging from recycling activities. It further leads to grave negative environmental impacts. The mixed waste collected from all over the city is transported directly to a temporary landfill site located in Laamey Aahal (Ward32), without source segregation, material recovery, or composting. The temporally landfill site needs to be closed as soon as possible because the landfill area is not large enough and there is a very high risk of **collapse of the waste layer.** In addition, there is opposition of local residents to the continued use of the landfill site. PMC selected a site of about 5 ha, about 5 km away from the temporary landfill site, as **a proposed site for a new landfill site**. The proposed site is privately owned and is in the approval process for purchase within the PMC.

Absence of incentives for RUs

The outsourcing of SWM to private companies is poorly monitored. It is limited to waste collection from the wards instead of ensuring resource recovery and safeguarding environmental and health hazards. The terms of contract or legal obligations for the private contracts are also not clearly specified, monitored, or regulated to ensure the quality and timeliness of services. At present, the planning for SWM infrastructure is ad-hoc and inadequate. There is an absence of set performance standards required to be achieved by private contractors, or appropriate performance measurement and monitoring mechanisms.

Due to ambiguous and poorly drafted terms of contracts with private contractors, data related to SWM operations is not regularly shared between PMC and the operators. This makes service improvement planning difficult for PMC. As per the contract between PMC and private contractors, PMC has the right to 20 per cent of the revenue of private contractors. Additionally, they have to pay 13 per cent VAT and 1.5 per cent Tax Deducted at Source (TDS) when they raise a bill to the PMC in order to get access to the funds.

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There is limited capacity to utilize the various waste streams due to lack of technology and/or investment. Although people are induced to produce and buy products made from recycling and upcycling wastes, there is a risk of insufficient investment in the technological advancement and availability of facilities required in absorbing all sorts of waste components. The current practice of recycling or upcycling is limited to only select types of waste, such as papers, metal, and PET bottles. Broken market linkages and lack of a stable market for RU enterprises has led to an unsustainable business cycle. There is also a lack of competitiveness of the produced upcycled and recycled products vis. a vis. other goods available in the market. There have been several RU initiatives in Nepal in the past, including ones that utilize composite plastics, rubbers, etc. While these products are often appreciated for their role in saving the environment, they are often unable to compete in terms of cost of production and quality compared to new products available locally or imported from China or India. As a result, RU initiatives have often found it difficult to scale in terms of production, impact and revenue generation. The key to mitigate this risk is by developing clean business models along with market linkages (via incubation, training, support, etc.) to ensure that the products made are functional, affordable and in demand.

There is a need to create business opportunities by providing technical and financial support to new and existing micro-, small-, and medium-sized enterprises (MSMEs) to recycle or upcycle waste fractions that do not currently have an end use, and therefore do not have an economic collection value chain in place at the moment. The established mindset of 'waste is there to throw away' needs to be corrected. Several municipal and government taxes, like the scrap tax, discourage recycling, as do hurdles on scrap materials transport. Conducive policies need to be brought in that compels source segregation of waste, tax exemption, and SWM seen with dignity. Municipalities need to be capacitated on this front, with support related to integrated SWM planning and management. Simultaneously, RU enterprises require support in terms of access to raw materials through a robust collection value chain, access to finance and technology, a more enabling legal and social framework including incentives such as tax breaks and help with setting up market linkages for their finished products.

In the present scenario, there are a growing number of RU enterprises exploring to find possible alternate solutions to reduce the rejected wasted materials that is generated from the city. During the past decade, several recycling-based private industries (SMEs and MSMEs) have also been established and running inside the industrial estate and around the PMC, e.g. Himalayan Life Plastics (PET recycling), Three Star Pipe Udhyog, Pokhara Chips and Dana Udhyog (recycling of HM, LD plastic bags, PP and HDPE), Gandaki Urja (recycling poultry waste into biogas and compost), Women Skills Development Organization (WSDO), Women's Entrepreneurs Association of Nepal (WEAN) Pokhara (upcycling plastics, textile to handicrafts and ornamentals) and many more. Green Road Waste Management-GRWM, a young start-up, built 100m of roads utilizing rejected (non-recyclable) polluting plastics and proved that the road is found 10 times stronger than conventional ones. This method has already been replicated in some municipalities, including Kirtipur and Gaindakot. This confirms that a well-managed system for waste recycling and upcycling provides economic, social, and environmental benefits through a circular economy model.

Poor awareness among the general public

Behavioural change and social awareness in relation to waste segregation takes significant time and effort to achieve. Waste that is not segregated at source is difficult to manage, collect, recover, and

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further process at scale. The level of knowledge and skills of communities on SWM varies significantly. For example, 60 households of ward number 13 have been already practicing segregation at source by using separate bins according to the types of waste after receiving orientation on SWM. As a result, they have started selling the recyclable materials to RU enterprises. A majority of the population, however, lack even basic understanding about SWM, let alone the practice of waste segregation.

Involvement of the informal sector in waste collection and recycling is common practice in Nepal. It is expected that introducing improved segregated waste collection practices will not only be good for resource efficiency, but will have positive health impacts for the waste workers as it separates the bio-degradable wastes from other recyclables, for example reducing wounds from the management of sharp materials. The existing collection network of informal scrap collectors can be further strengthened by improving the resource recovery of materials and increasing the economic value of recovering and processing these materials to manufacture RU products.

II. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

The logic behind the design of this project is to promote green economy by establishing recycling/upcycling enterprises based on the circular economy model. A circular economy entails markets that give incentives to reusing products, rather than scrapping them and then extracting new resources. In such an economy, all forms of waste, such as clothes, scrap metal and obsolete electronics, are returned to the economy or used more efficiently. This can provide a way to not only protect the environment, but use natural resources more wisely, develop new sectors, create jobs and develop new capabilities.[5]

Improving SWM practices and promoting a circular economy model will also contribute to a cleaner city, which could have a big positive impact primarily on tourism businesses in Pokhara. This objective will be achieved through three interlinked areas of interventions: 1) policy and coordination, 2) promotion of RU enterprises, and 3) empowering communities for increased awareness and community level RU initiatives. The project will also contribute to the UN resolution “End plastic pollution: towards an international legally binding instrument” that addresses the full lifecycle of plastic, including its production, design and disposal.

Enabling policy environment supported by effective and well-functioning coordination mechanism with the involvement of all relevant stakeholders would incentivize existing and potential RUs to establish and expand their enterprises. This will also encourage communities and the public to proactively contribute to minimize the burden of waste management by source segregation and increased source recovery. Learning and educational platforms like Green Venture Zone would respond to the learning needs and innovation for RUs required to complement opportunities created by an enabling policy environment. Community level RU groups created as a result of sustained public awareness and skill development would complement with the Green Venture Zone. These groups could be the direct beneficiaries of the GVZ incubation and educational programs, and a foundation to supply necessary raw materials (refined and cleaned materials) for the RUs promoted by GVZ.

[5] https://unctad.org/topic/trade-and-environment/circular-economy

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The project aims to become a model example of a successful public-private partnership, which would encourage the rest of the province and other municipalities to follow the Green and Circular Economy approach. Waste management, environmental protection and jobs creation are emerging challenges of Nepal's urbanization. The project will offer a sustainable solution to address these challenges and contribute to operationalize federalism by strengthening the capacity of the local government in line with the spirit of the constitution. This project directly contributes to SDGs 1 and 8, as well as specifically to SDG targets 11 .6 - Proportion of urban solid waste regularly collected and with adequate final discharge out of total urban solid waste generated, by cities, and SDG target 12.5 - By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

The project will also contribute to achieve waste related targets of Nepal's second Nationally Determined Contributions (NDCs). Targets that are directly relevant include:

- By 2030, create an enabling environment for both public and private sector to treat industrial and municipal waste, including faecal sludge,
- By 2030, adopt and implement waste segregation, recycling and waste-to-energy programs in at least 100 municipalities,
- By 2030, the burning of healthcare waste in 1,400 healthcare facilities will be prohibited by proper management of healthcare waste through the application of non-burn technologies,
- Promote the 3Rs (Reduce, Reuse, Recycle) approach to waste management, along with source segregation and management of degradable and non-degradable waste, and
- Focus on co-production of energy and organic fertilizer from solid waste, wastewater and faecal sludge.

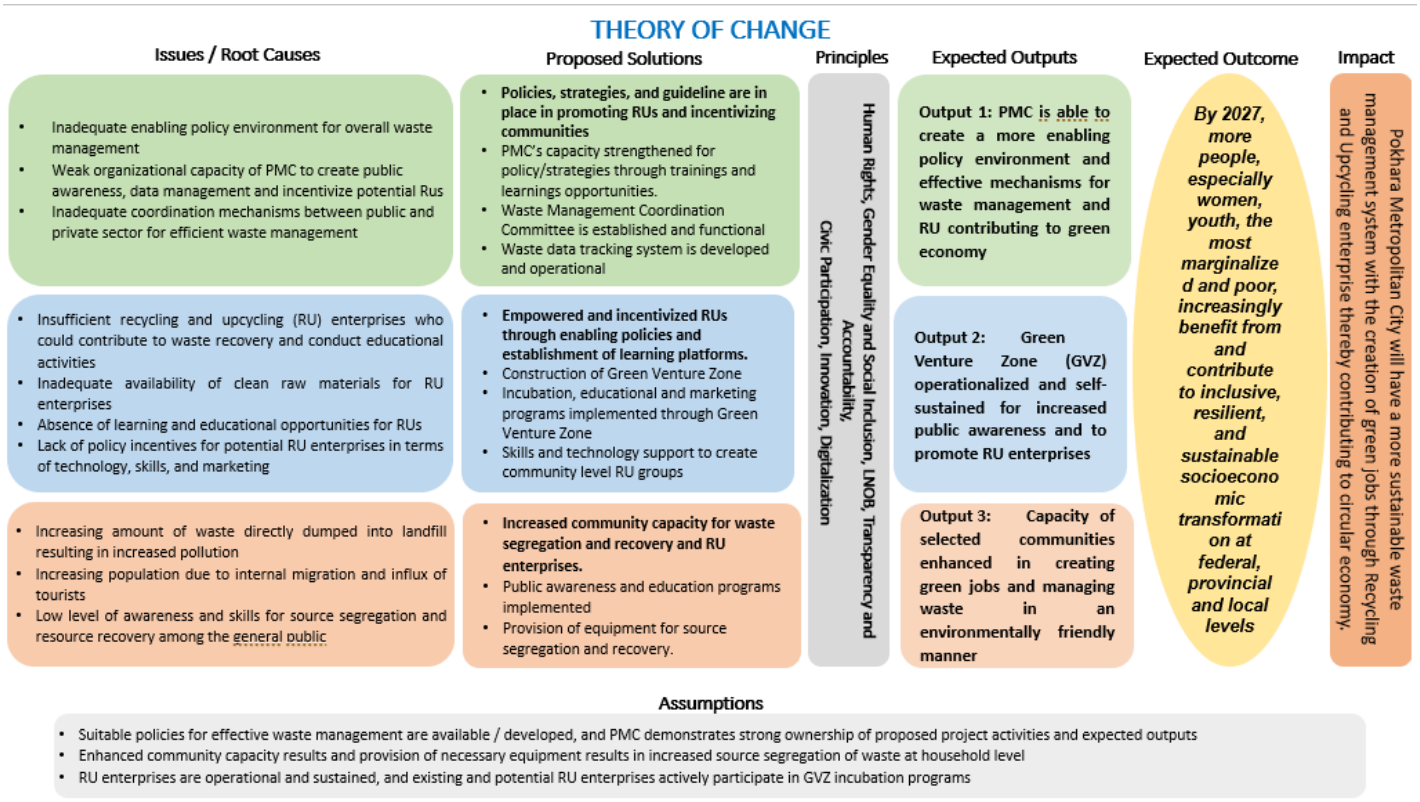
Theory of Change

Based on the above background, the Project's Theory of Change assumes that:

IF, PMC is able to create a more enabling policy environment and effective mechanisms for waste management and RU contributing to green economy; IF, the Green Venture Zone (GVZ) operationalized and self-sustained for increased public awareness and to promote RU enterprises; And IF, if the communities have increased awareness and capacity in managing waste in an environmentally friendly manner; THEN, By 2029, Pokhara Metropolitan City will have a more sustainable waste management system with the creation of green jobs through Recycling and Upcycling enterprises thereby contributing to circular economy. The TOC is presented in the below diagram.

TOC: Green Job Creation through Recycling and Upcycling in Pokhara Metropolitan City

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Collaboration with Federal and Provincial Governments

The project will collaborate with federal and provincial government agencies for policy coherence and coordination with other stakeholders. The Ministry of Federal Affairs and General Administration (MoFAGA) is the focal federal Ministry for the coordination, support, facilitation of the local governments. For this project, MoFAGA will provide guidance for policy coherence and coordination with other relevant federal level entities required. MoFAGA is included as a member of the Project Advisory Committee. Considering that Province governments have a role in waste management through policy support, capacity building of local governments, and coordination with other stakeholders at province level, the project will also coordinate with relevant entities of the province governments.

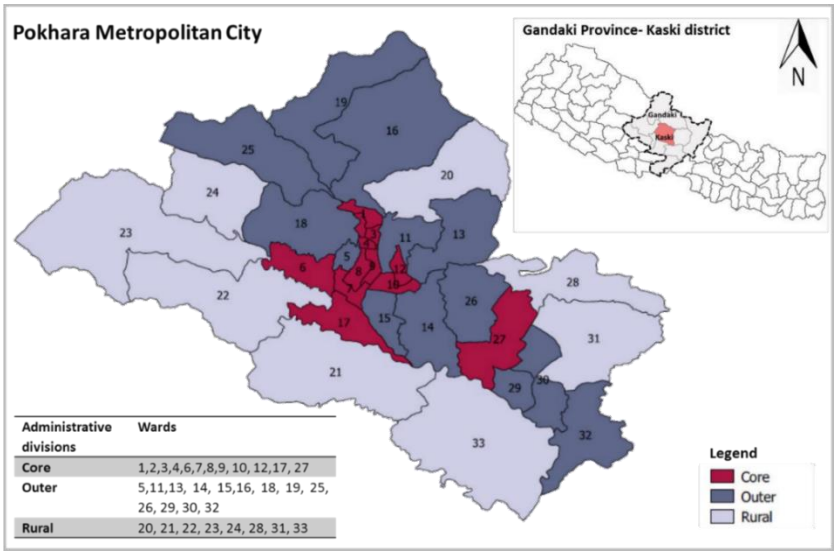
Gender equality and social inclusion

The project will promote inclusive development by prioritizing women, poor and people from disadvantaged groups in beneficiary selection and design of project activities according to their needs and priorities. The project will spend additional staff time and resources to identify entry points for the engagement of women and disadvantaged groups in decision making roles at the community level. The project will also proactively engage with women led enterprises to promote jobs and employment opportunities for women and people from excluded communities. The project will also advocate and promote zero tolerance on harassment and any kind of violence in this sector. A detailed GESI analysis for the project will be conducted during the inception phase, jointly with the project baseline survey. Based on the analysis, a dedicated GESI strategy for the project will be developed.

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Project target area

This project will be implemented in Pokhara Metropolitan City (PMC). PMC, 200 kms west to Kathmandu is the second largest metropolitan city in Nepal with a total population of 513,504 and the largest city by land size covering an area of 464.24 sq.km. PMC, one of the 753 Local Governments in Nepal, lies in Gandaki Province and has 33 wards, out of which 12 are core, 13 outer and 8 are rural wards. The city is situated at the lap of the Annapurna Himalayan Range, surrounded by green hills. It is also the most popular tourist destination of Nepal.



GVZ location

The proposed GVZ site is Pokhara Exhibition Centre, ward # 6, Nayabazar, which is at the city centre and therefore easily accessible for people and tourists coming to Pokhara. The location is strategic and provides more opportunities for visibility and promotional activities



III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Output 1: PMC is able to create a more enabling policy environment and effective mechanisms for waste management and RU contributing to green economy

Activity Result 1.1- Waste management/RU policies and strategies of PMC are updated or developed for effective waste management ecosystem

The key thrust of this Activity Result is to create a more enabling policy environment and building the capacity within PMC (including staff and elected council members) through trainings on environmentally friendly solid waste management. PMC will also be supported to develop/update policies/guidelines and strategic documents that guide PMC officials and its citizens for adopting the waste segregation, separate collection, safe transfer to the processing centres and recycling/upcycling business, an inclusive waste management coordination committee, and KPIs based tailor made tracking toolkit and database system. All these actions will complement waste management of PMC.

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Activity 1.1.1 Develop/update waste management and RU policies/guidelines/strategies and knowledge products - PMC still lacks its SWM Acts however, they have SWM guidelines which is developed with the basic standards followed from the federal government. It however does not address the recycling/upcycling and inclusive legal and administrative clarity. PMC needs to bring it into the discussion among the key stakeholders and develop more comprehensive policy and strategic documents, so that the citizens and other stakeholders can adopt them, and PMC can properly enforce it on the ground. In order to reduce the burden of waste management, PMC as an authoritative body, needs to produce Extended Producer's Responsibility (EPR) guidelines which brings the producers' responsibility to address the unwanted waste creation/pollution caused by their irresponsible product manufacturing and making business out of it. This would also address the corporate social responsibility of taking the polluting materials back from the market and manage it in an environmentally friendly manner. As necessary, the project will also support PMC to develop operational manuals and long -term strategies.

Activity 1.1.2 - Develop and operationalize tracking tools for data on waste generation, collection, and revenue - There are currently no formal tracking tools used for the monitoring and planning for the SWM in PMC. The outsourced private companies are poorly monitored and mainly focus on earning revenue. To address this problem, the project will provide support to develop waste management data tracking tools. This data-tracking tool will not only collect data on waste generation but also contribute to resource recovery, safeguarding environmental, and health hazards. It helps to set performance standards required to be achieved by private service providers. Hence, the project envisions having a dynamic tracking tool based on key performance indicators (KPIs), tracking the quantity of waste utilized while providing an online platform and its operational toolkit for PMC.

Activity Result 1.2 - Capacity of relevant PMC staff and other stakeholders strengthened for effective functioning of Waste Management Coordination Committee

The Waste Management Co-ordination Committee (WMCC) at PMC only exist in the policy document and has not yet been properly established. Since the municipality is the sole responsible body for the day-to-day solid waste management, this committee should be activated and properly functioning. This would complement the problem-solving mechanism development and facilitate the recycling/upcycling opportunities by guiding the team of PMC and the key stakeholders (WM private sectors, RU enterprises, PTC, PCCI, HAN etc.) through better understanding and working hand in hand. The project has planned to support the facilitation of the workshops/meetings for the committee as well as capacity building of the PMC officials and other key stakeholders to support more effective implementation of the PMC policies and recommend PMC for necessary policy revision.

Activity 1.2.1 - Revitalize Waste Management Coordination Committee for better synergy and coordination among all stakeholders including private sector - In order to fulfil the gap in coordination among SWM stakeholders, the project envisages involvement of SWM stakeholders and RU enterprises in the SWM coordination committee established at PMC. This coordination committee will be formed in the leadership of the PMC Mayor/ Deputy Mayor/ Chief Administrative Officer (CAO). The committee will be responsible for carrying out the standard guidelines, conducting the inception workshop, coordination for collaborative workshops and developing annual work plans

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with active participation of key stakeholders. This committee also guides the PMC SWM officials and other stakeholders in addressing the practical solutions on the partnership with private service providers with clear specifications, monitoring guidelines and regulations to ensure quality and timelines of the service. It also addresses the existing issues related with WM and RU related to incentives, technological and managerial subsidies. This would help PMC to create a better working environment in management of waste and encourage more recycling and upcycling entrepreneurs.

Activity 1.2.2 - Provide trainings and other learning opportunities for PMC officials and other relevant stakeholders - It is essential to enhance the understanding and capacity of key actors of the project in order to create an enabling environment. The capacity enhancement is related to understanding Recycling-Upcycling technology, management knowledge, visual exposure, and envisioning future pathways. Exposure visits to successful practices within Nepal and abroad will be effective in building the capacity of key actors of the project. Peer learning will benefit both sides acquiring knowledge and addressing practical issues. Key actors with enhanced understanding of the overall green job creation through RU intervention will then contribute through effective participation, pragmatic decision-making, and development of required policies. Therefore, the project will organize exposure visits (domestic and international) as learning opportunities for PMC officials including elected representative and other relevant stakeholders (WM stakeholders/member representatives from PTC/HAN/PCCI).

Output 2: Green Venture Zone (GVZ) operationalized and self-sustained for increased public awareness and to promote RU enterprises

Activity Result 2.1 - Green Venture Zone (GVZ) is established and fully equipped

The main aim of the GVZ is to raise environmental, social, and economic awareness on recycling and upcycling and to establish an environment for recycling and upcycling-based industries. It is a place where visitors can observe, learn, and experience everything about recycling and upcycling. It operates through citizens' participation in a healthy, valuable circulation of production, manufacturing, and consumption in daily lives. Through various educational programs – workshops, performances, exhibitions, etc. – citizens will be encouraged to create new lifestyle choices. This will be one of the important breakthroughs of the project, aiming to create opportunities for the people who visit and bring creative thoughts of possibilities in addressing the day-to-day generation of waste at source. The GVZ will also consist of various stalls of recycling and upcycling products, learning opportunities space, innovative labs which enable the RU entrepreneurs to produce models/ dummies, auditorium for organize workshops, and exhibition centres, all delivered in a growing community that connects into a greater business linkages arena. The centre will also support product branding and business incubation, provide legal counselling, conduct industrial activities for entrepreneurs, and support marketing of RU products.

Activity 2.1.1 - Construct Green Venture Zone (GVZ) - The Project will provide support for the construction of the GVZ in partnership with PMC. PMC will provide land for the GVZ construction. KOICA will directly implement this activity. The physical infrastructure will be designed and established with the highest engineering standards. Elements include welcome centre with lounge (reception), café/ restaurant, material bank (station for sorted clean recyclables), design studio (dream factory- with the innovation lab, exhibition and common workspace), retail shops (for sale

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of RU products), classroom for kids to have creative learning using the recyclables, conference room (auditorium), exhibitions and open space with proper landscapes that suit with nature and bringing a perfect ambiance as of its objective. Please refer to KOICA document about the detail of GVZ construction.

Activity 2.1.2 - Provide equipment and facilities - After the construction of the GVZ building, the project will provide necessary equipment and accessories for the material bank, dream factory, incubation room, upcycling house, innovation labs. The project will also be involved in carrying out the interior and exterior design of GVZ that demonstrates the creativity involved in integrating existing material or pieces into a new and fresh product as the original function of its basic form is totally neglected and abandoned.

Activity Result 2.2 - Management and promotion system developed for effective operations of GVZ

A master plan consisting of Standard Operating Procedures (SOP) of the GVZ will be developed in order to operate and manage the GVZ in a proper systematic manner from day one. The project team will work closely in coordination with PMC for the establishment of management and operation committee of the GVZ. To ensure sustainable operations with economic feasibility, the project will support the GVZ committee to develop communication and marketing strategy.

Activity 2.2.1 - Establish management and operations system including business model (master plan) – The project will support development of the GVZ Master plan, providing comprehensive guidance on GVZ management, operations, and long-term business model. The Master Plan will be developed in a participatory manner involving all relevant stakeholders. The GVZ Management Committee will be formed and have properly coordinated meetings/discussion on its basic requirements of the day-to-day functioning.

Activity 2.2.2 - Design and Rollout Communication and Knowledge Management Strategy and Plan for the project - The project, will develop a robust Communications and Knowledge Management Strategy and Plan, with budget, to identify, document and showcase key results and impact of the project ensuring adequate visibility of the donor and partners, document and share new knowledge created from the project for potential replication. The communications strategy will be aligned with UNDP Nepal CO Communications Strategy and will include following key components:

1. Project introductory materials (project webpage, brochure, factsheet, infographics)
2. Production, branding and dissemination of key knowledge products
3. Production of major impact satires, short videos, photo stories to highlight results
4. Mobilization of media for independent reporting on project's achievements
5. Engagement with donor, GON and partners – interviews, joint missions
6. Communications and visibility plan for key events of the project
7. Capacity building of project staff on project communications

These components are to be designed with the creative knowledge and shared with professional public affairs, communication aligned with the environmentally sustainable manner. Promotional actions like, branding public elements- public buses, bus stops, signage/ hoardings in markets (digital, statistics, infographics etc.), tickets, flyers, standee, audio-visuals, talk show inside and outside the

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GVZ (in Pokhara and other major cities as well). There will be a separate promotional event for the tourists. It also has plans to conduct collaborative meetings and workshops to bringing the potential partnerships from likeminded national and international institutions.

Activity Result 2.3 - Incubation, marketing and public awareness activities implemented through GVZ

The project plans to support the RU enterprises both through possible financial and technological support. More number of entrepreneurs and their sustainable engagement is significant to the success of this project and overall waste management of PMC.

Activity 2.3.1 - Incubation support (trainings/counselling, business plan, technical support) for existing and aspiring/potential RU entrepreneurs - The project will provide basic entrepreneurship training (3-4 days) followed by technical training to the potential entrepreneurs. They bring up the exercise of a business plan and after its close review from the project team; the procedural, technical and financial support for the establishment of potential RUs will be made. The project will apply cluster approach in delivering skills trainings and other technical support to the potential RUs businesses of the selected communities for efficiency gain and scaling up opportunity. The project will provide necessary facilitation support to the selected individuals/enterprises to reach out to the financial institutions for those who require financial support. They will have access to advanced equipment related to recycling & upcycling at the Innovation lab of GVZ. The project will establish a Green Investment Fund with the aim to support innovative solutions to promote RU.

Activity 2.3.2 - Linkage with potentials markets, product branding and promotional events (exhibition, fair) - RU enterprises are at the initial stage in Nepal and in Pokhara. The market is crucial for these locally made products, and the materials used are from recyclables as of the trend of getting full-furnished machine-made materials in the market. The project will support the branding of the products that are developed through upcycling and recycling, so that emerging entrepreneurs will gain knowledge assisting product marketing. Several workshops and meets will be organized with potential customers of the recycled and upcycled products like PCCI representative members and its institutions, HAN, NFCSI, and many corporate houses to participate and purchase these sustainable products. The project will also explore and bring together partnerships with national and international research institutions or academia for necessary researches and knowledge management. The project will also organise national and international conferences and exhibitions and participate in different trade fairs/ workshops inside/outside PMC. To promote recycling and upcycling, proper professional branding of the products and launching events are required. The project has planned to produce various merchandizing products like t-shirts, caps, cups, keyrings, stickers, bags, etc. and develop audio-visual products, which will be broadcasted in several online/offline media including cinema theatre/TV/ YouTube/FB/INSTA etc.

Activity 2.3.3 - Public awareness through education and exhibition, online platform, media events/talk shows (TV, radio etc.) - To raise public awareness about effective waste management and RU, there will be many education programs and exhibitions organized. The project will conduct thematic events focusing on hotels/restaurants, schools, hospitals, industries, public and private offices. The project will develop educational materials for thematic events and conduct promotional events like, trade fair, flea market/exhibitions, talk shows, recycle/upcycle meet, reuse workshops,

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upcycle design fair etc. at GVZ and outside, which help to increase linkages between incubated and existing RU entrepreneurs.

Output 3: Capacity of selected communities enhanced in creating green jobs and managing waste in an environmentally friendly manner

Activity Result 3.1 - Public awareness, education and incentive mechanism established for behavioural change in selected communities

As a part of the process for behavioural change, the project envisions to increase awareness among community members, especially children and youths, regarding the importance of proper waste management and segregation, resource recovery in a circular economy, and the importance of RU enterprises. This will impact on the development of waste free clusters in the community, contributing to more liveable communities. For this, the project will support 136 communities covering all 33 wards (5 each from 12 core wards, 4 each from 13 outer wards and 3 each from 8 rural wards) and empower them with skills, knowledge, and technology.

Activity 3.1.1 - Provide trainings, awareness, and other behaviour change activities to the selected communities - The project will provide orientation to the communities on source segregation of day to day generating waste from their households, provide trainings related with coordination of proper waste collection, support in set up clean storage, making compost out of biodegradables, and possible semi-processing of the dry recyclables. The project will carry out annual clean-up campaigns in every community. The project will also establish an incentive mechanism to reward the best performing communities. The Project team will also facilitate and conduct close monitoring in order to address any issues arising, and to document best cases throughout implementation. Exchange learning from one community to another will also support enhanced community understanding and awareness of the proposed interventions.

Activity 3.1.2 - Provide equipment and other support for waste segregation and processing - In order to start recycling and upcycling, the primary items need to be made available as raw materials. To this context, proper source segregation, and availability of clean recyclables will ease the process of the venture. Therefore, the Project will provide trainings on 3R (reduce, reuse, and recycle) including best practices of the development of waste free communities. Further, the Project will provide waste segregation and resource recovery kits that include compost bins, waste bins, waste bags, protection materials, etc.

Activity Result 3.2 - RU groups established in selected communities and linked to waste value chains

The project will establish 136 community level RU groups (one in each selected community in principle, but based on the baseline data, multiple RU groups could be created in one community) and provide basic entrepreneurship and RU skill trainings to above 2000 individuals contributing to the creation of green jobs. Together with technology provided, this will contribute to establishment and management of community businesses. Follow-up mechanisms will be developed and several workshops and recycle meets organized to support developing possible market linkages.

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Activity 3.2.1 - Create RU groups in the selected communities - The Project will create 136 RU groups and support communities to expand community-based RU businesses. For this, the project will provide entrepreneurship and skills trainings to the interested individuals. This also includes existing informal waste workers and their communities, who already run their own businesses on recycling and semi-processing of recyclables. Such communities will be considered as priority in selection of community businesses. These groups will be of different nature and could be consolidated for further business – some involved in producing final products, some in processing raw materials, and some in cleaning and sorting the materials to be supplied to RU value chains. The nature of each RU group will be decided after baseline survey to find out overall level of community. (income level, understanding of waste management, business knowledges and so on)

Activity 3.2.2 - Provide technology support, equipment, and marketing support for the selected RU community businesses - The project will provide technology and marketing support to all 136 RU groups. Technology such as machines, equipment or in special cases support for infrastructure like Shed for segregation, washings, grinding etc., as required will be provided. The project aims to support this technology/infrastructure support by securing business ownership and sustainability through participants contributing their own investments as well.

Resources Required to Achieve the Expected Results

The total project budget is USD 6,670,000 for the project period from 2023-2029. Out of the total budget, KOICA will contribute USD 5,800,000 and the remaining budget of USD 870,000 will be contributed by UNDP. UNDP CO will mobilise technical and operations support to provide quality assurance and smooth implementation of the project. PMC will also mobilise officials for advice, support and necessary coordination. In addition, KOICA will invest USD 4 million for the construction of the Green Venture Zone.

Partnerships

Pokhara Metropolitan City (PMC): The PMC will be the main partner to deliver the results as well as the key beneficiary of the project. The project will provide technical assistance for the development and revision of necessary policies for PMC to promote RUs. The project will also provide several capacity building opportunities to PMC officials and elected representatives on waste management and RUs. In addition, the project will support to revitalize the Waste Management Coordination Committee for increased coordination among stakeholders

Collaboration with Private Companies – The project will proactively engage with various private companies relevant for SWM, recycling and upcycling. Recycling stakeholders like Pokhara Plastics Chips and Dana Udhyog, Himalayan Life Plastics, and Three star pipe factory are actively working in this area and therefore the project will explore opportunities to partner with them for market linkages and ensuring the backward linkages with the community for the availability of good quality raw materials. Himalayan Life Plastics (HLP): founded in 2012, has been recycling the most consuming PET bottles of Nepal (including in Pokhara) into PET granules, which is taken as finest raw materials for making preform and PET bottles making industries. This has contributed to reducing the import of PET virgin materials in Nepal providing green jobs in Pokhara. The community campaigns related with source segregation, separate collections which are envisioned by the project, will be interlinked so the PET materials are then to be taken care for recycling them at HLP, Pokhara. HLP has its regular campaign of awareness in the communities, that also can be supported to the project selected

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communities in Pokhara. Green Road Waste management (GRWM): established in 2018, Pokhara based, to aid environment-friendly sustainable road development utilizing the polluting plastics and other usable constructible materials which are widely discarded. GRWM has also piloted developing the eco-bricks (consisting multi-layered plastics) and used for the establishment of a washroom already, which is still required to check the quality and certify from the authorized agency of the government. This can be redesigned and introduced to the aspiring entrepreneurs at Pokhara by this project and so can be brought into use of the discarded plastics materials with the help of GRWM. In addition, the project will also explore partnership with Kathmandu based RUs which are relatively advanced in terms of experience, technology etc. The project could explore to utilize their experience and learning and use them for GVZ incubation program as well as mobilise them for capacity building of Pokhara based RUs and marketing of RU products. For example, Blue Waste to Value (BW2V), working in the complete solid waste management have a coverage of 2 municipal solid waste collection with source segregations, establishment of resource recovery actions at commercial establishments like Hotels, embassies, offices like banks and also in manufacturing industries, Doko Recyclers (DOKO), established in 2017, has been promoting smart sustainability by providing waste management options ranging from doorstep recycling pick-up to repurposing discarded items ranging from furniture to electronics, while generating environmental awareness along the way, Sakti Milan Nepal: established in 2014, officially registered as a company in 2016, Sakti Milan empowers women by providing skills and running the production center addressing environment sustainability, Dhasoo Deals: established in 2015, has been creating something usable out of discarded products so that people can reuse them and not add to the cycle of high import. They provide all ranges of products from lighting to furniture and décor to a daily utility that can be used anywhere, Siddhi Sai Baba Paper Pencil Udhyog: established in 2012, has been providing technical support including the technology for the entrepreneurs related with newspaper/ paper used for pencil making.

Collaboration with the international Recycling and Upcycling Institutions – the project will also explore partnership opportunities with international Recycling and Upcycling institutions in promoting RUs for product branding, marketing and other promotional events including development of management and operation plan of GVZ as well as organising international events in promoting GVZ.

Collaboration with NGOs and CSOS – There are few NGOs/CSOs actively working in Pokhara for community empowerment, income generation, enterprise development as well as waste management**.** The project therefore will seek opportunities for collaboration with these NGOs/CBOs for better synergy.

- **Good Neighbors Nepal** works for urban livelihood development and better waste management with a particular focus on Kirtipur Municipality. It hosted the Clean Kirtipur Promotion Fair in 2018, inviting nearly 1,200 locals, students, and stakeholders. It organized 23 stalls displaying various environment friendly activities and products ranging from composting and vermicomposting at home to introduction of a mobile application where a user can find the nearest scrap dealer at their location to sell the recyclable wastes.
- **Asal Chimekee Nepal (ACN)** established in 2003, has been working in the sectors of sanitation and Hygiene, Promotion of Less-Privileged Communities, Disaster management, Health and HIV/AIDS, Livelihood, Rural Development, Women Empowerment at Kaski, Gorkha, Nawalparasi.

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- **Local Initiatives for Biodiversity, Research and Development (LI-BIRD),** established in 1995, working in approach for improving local entrepreneurs' access to financial services for the establishment of, and to scale up their agricultural and forest-based enterprises; it has been also working in Promoting market-oriented on-farm production targeting landless and land poor communities to maximize utilization of private and public waste land for income and local employment;
- **Namaste Community Foundation (NFC-Nepal)** ,established in 2003, has been giving educational support to children from less privileged families. It also grants financial assistance to start small businesses, training in essential skills for jobs as a part of women empowerment programme and women entrepreneurship development programme.
- **Women led enterprises like WSDO, WEAN Cooperative** who are active in women economic empowerment are also relevant stakeholders of this project. These Women led enterprises could be mobilized to create and expand community level RUs groups.

Collaboration with Academic Institutions – The project will also explore partnership opportunities with local academic institutions like Pokhara University and Gandaki University who are having the similar stream of environment, business management and creative learning courses, can be liked in the GVZ's innovation labs, dream factory creating new products. Students/ teachers of these universities will participate on fairs and provide talk shows on the innovations on RUs.

Collaboration with the Development Partners - The project will also explore partnership opportunities with the relevant development partners working in the areas of circular economy and green job creation that are primarily present in PMC, or implementing similar initiatives in other parts of Nepal. Efforts will be made to coordinate with other similar projects to enhance potential for synergies and sharing of lessons.

Risks and Assumptions

Recycling and Upcycling is relatively new concept which is gradually evolving in Nepal. There is also lack of policy and other support mechanism for Recycling and Upcycling enterprises that naturally poses a risk. So, it requires support and engagement of all stakeholders especially in connecting RUs with job creation. Behavioural change of the people for source segregation and use of RUs materials is important. With the above context, following are key risks outlined. The risk register log is annexed.

- Potential Exclusion of Poor and Marginalized People
- Potential health risk of the beneficiaries who are engaged in green jobs/employment opportunities
- Land allocated by PMC for the GVZ construction may not receive buy-in from all stakeholder of PMC
- Uncertainty of regular and sufficient supply of clean recyclable materials for RU enterprises
- Inadequate revenue generation from GVZ to cover the effective operations and management of GVZ might be a concern for the long-term sustainability of GVZ

Stakeholder Engagement

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Pokhara Metropolitan City (PMC): The PMC will be the main partner to deliver the results of this project as well as the key beneficiaries. The project will provide technical assistance for the development and revision of necessary policies for PMC to promote RUs. The project will also provide several capacity building opportunities to PMC officials and elected representatives on waste management and RUs. In addition, the project will support to revitalize the Waste Management Coordination Committee for increased coordination among stakeholders. PMC will be part of the project board representing beneficiaries.

Selected communities: While the project is designed to support the total population of PMC through policy measure and advocacy, it will select 136 communities covering all 33 wards of PMC who will be the direct beneficiaries. 5 communities from each core wards, 4 communities from each outer wards, 3 communities from each rural wards will be selected. The project will provide trainings and equipment supports for proper waste segregation as well as technology, marketing and equipment support. The project will organise review meetings regularly with the communities to address their concerns, in addition to the engagement with the project team during the implementation.

Potential and existing RU enterprises: Potential and existing RUs in PMC will be directly benefited from the project through enhanced PMC waste management policy and GVZ implementation. GVZ will organize monthly entrepreneurship/technical trainings for aspiring and existing RU enterprises. In addition, GVZ will assist potential enterprises to develop business plan if needed. Private Sector representative will be part of the Project Steering Committee to ensure that the voices of RUs are addressed.

Schools/college/higher education institutions: Education institutions and students will have opportunities to learn proper methods of waste segregation through GVZ thematic events. Furthermore, higher education institution will have a chance to corporate with RU enterprises and provide innovative ideas utilizing advanced facility in GVZ.

Tourism entrepreneurs and tourists: Considering the number of tourists come to Pokhara to enjoy mountains, increasing amount of waste generation without proper resource recovery mechanism is a big problem to tourism stakeholders includes tourism council and hotel association. They will be indirectly benefited from project interventions. In addition, GVZ events specifically targeted tourists will be held regularly.

South-South and Triangular Cooperation (SSC/TrC)

The project will explore opportunities among countries in the South to find best practices, proven models, and tested technology for waste management and RUs promotion, primarily focusing in neighbouring countries India and China, exploring opportunities for backward and forward linkages. The project will also engage with other UNDP Country Offices, primarily in South and South East Asia to explore opportunities for collaboration and sharing of good practices and lessons learned.

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Digital Solutions[6]

The project plans to develop and operationalize digital tracking tool for data on waste generation, collection and revenue. Several digital tools will be used to promote GVZ and also branding and marketing of RUs.

Knowledge

The project will help PMC to develop and revise several policy tools for waste management and RU promotions. In addition, several IEC materials for advocacy and awareness campaign will be developed. The project will also produce a number knowledge products related GVZ management, RUs branding etc. Through tracking tool, data on waste generation, collection and revenue will be maintained.

Sustainability and Scaling Up

PMC is the main partner to implement the project and to ensure the sustainability of the results. The Project is designed to ensure the greater ownership of the project by their active participation in planning and delivering results. PMC will provide land for GVZ, which will be handed over to PMC after the project is phased out. Capacity development of PMC including policy support is the integral part of the project implementation to ensure sustainability and scaling up. During the project period, the project will ensure that necessary policy tools, system and capacity of PMC will be in place to sustain the project results. The project will develop an exit strategy for successful handover of GVZ. The project will also explore the possibility to expand them to other municipalities, possibly through UNDP's work on federalism.

IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

The project is designed in an efficient manner to produce maximum possible results with the minimum cost. The activities and cost associated with those activities are allocated based on the experiences garnered from other UNDP projects. The expected results and activities are clearly linked and value for money is also taken into account. The activities of the project will avoid the duplication and are aligned to create the synergy with other programs funded by government and development partners for greater development impact.

Project Management

The project falls under the assistance agreements - the Standard Basic Assistance Agreement form the legal basis for the relationships between the Government of Nepal and UNDP signed on the 23 February 1984, the United Nations Sustainable Development Cooperation Framework (2023-2027) and the UNDP Country Programme (2023-2027). Accordingly, the project will be managed using the Direct Implementation (DIM) modality in line with UNDP's rules and regulation.

Project Management Unit: The Project Management will be supported by a core team of technical and administrative staff forming the Project Management Unit (PMU). The PMU will execute project activities, including day-to-day operations of the project, and the overall operational and financial

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management and reporting. The PMU will consist of 8 staff. Except GVZ Advisor (international) and RU Specialist, all project staff will be hired for the whole project period. GVZ Advisor (international) and RU Specialist will be hired for two and half years after the completion of GVZ construction. The Project Manager will lead the PMU and supervise the team for day-to-day operations. GVZ Advisor (international) will provide technical support for the effective operations of the GVZ including designing of incubation and learning programs. RU Specialist will focus more on the partnership with existing and potential RUs and provide technical support for RU establishment, technology, and marketing support to RUs. Communication and M&E Officer will manage overall communication and M&E function of the project. Administration and Finance Officer responsible for administration, procurement, finance related work. The project office will be located in PMC.

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V. RESULTS FRAMEWORK[7]

Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework:
Outcome 1: *By 2027, more people, especially women, youth, the most marginalized and poor, increasingly benefit from and contribute to inclusive, resilient, and sustainable socioeconomic transformation at federal, provincial and local levels*

Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets:

Indicator - *Proportion of informal employment in total employment (SDG-8.3.1), Baseline: 62.2% (2017/18), Target: 30% (2025)*

Applicable Output(s) from the UNDP Strategic Plan: *Access to basic services and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods and jobs to achieve prosperity (output 1.3)*

Project title and Quantum Project Number: Green Job Creation through Recycling and Upcycling in Pokhara Metropolitan City (GCRU)

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)								DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	FINAL	
Output 1: PMC is able to create a more enabling policy environment and effective mechanisms for waste management and RU contributing to green economy	*1.1 # of waste management policy, strategy, guideline endorsed by the PMC council*	PMC records	0				2	2				4	In consultation with PMC, Project team collect data and reports to the Project Board
	1-2. # of recommendations of the committee submitted to PMC for implementation	PMC records	0				3	3	3	3	3	15	In consultation with PMC, Project team collect data and reports to the Project Board

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Activity Result 1.1- Waste management/RU policies and strategies of PMC are updated or developed for effective waste management ecosystem	*1.1-1 # of policies/guidelines finalized and submitted to PMC council*	PMC records	0			2	2					4	In consultation with PMC, Project team collect data and reports to the Project Board
	1.1-2 Waste management data tracking tool is developed and operational	PMC Sanitation Section records	*0*			1						1	In consultation with PMC, Project team collect data and reports to the Project Board
Activity Result 1.2 *Capacity of relevant PMC staffs and other stakeholders strengthened for effective functioning of Waste Management Coordination Committee*	*1.2-1 Waste management Coordination Committee is in place*	PMC records	0			1						1	In consultation with PMC, Project team collect data and reports to the Project Board
	1.2-2 # of PMC officials and other stakeholders received training/learning on effective waste management (disaggregated by sex, social groups and PWDs)	Project records	*TBD*			237	50	237	50	237		811	Project team prepares database of the training beneficiaries and report to the Project Board
Output 2 - : Green Venture Zone operationalized and self-sustained for increased public awareness and to promote RU enterprises	*2-1 Additional employment/job created through RU enterprises (Disaggregated by sex and social groups0*	GVZ records	0					75	125	100		300	Project team prepares database of the training beneficiaries and report to the Project Board
	2-2 % of GVZ operation cost covered by GVZ internal revenue	GVZ records, Project records	0						40	80	100	100	Project team prepares database of the training beneficiaries and report to the Project Board

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Activity Result 2.1 - *GVZ is established and fully equipped*	*2.1-1 GVZ building is in place*	Project records	0					1				1	*Project team report to the Project Board*
	2.1-2 Provision of necessary equipment in GVZ	Project records	0					100				100	Project team prepares database of the training beneficiaries and report to the Project Board
Activity Result 2.2 - *Management and promotion system developed for effective operations of GVZ*	*2.2-1 Master plan of GVZ is in place*	GVZ records	0					1				1	*Project team report to the Project board*
	2.2-2 # of visitors of GVZ (Disaggregated by sex)	GVZ records	0					15,000	30,000	30,000	30,000	105,000	Project team prepares database of the training beneficiaries and report to the Project Board
Activity Result 2.3 - i*ncubation, marketing and public awareness activities implemented through GVZ*	*2.3-1 # of RU enterprise established or strengthened supported by incubation program (Disaggregated by sex and social groups)*	GVZ records, Project records	0					12	10	8		30	Project team prepares database of the training beneficiaries and report to the Project Board
	2.3-2 # of people benefited/trained from education/learning programs (disaggregated by sex and social groups)	GVZ records, Project records	0					270	540	540	360	1710	Project team prepares database of the training beneficiaries and report to the Project Board
Output 3 - Capacity of selected communities enhanced in creating green jobs and managing waste in an environmentally friendly manner.	*3-1. % of increased recyclable materials reutilized for Recycling & Upcycling in selected communities*	Baseline/ Endline survey	TBD					40			60	60	Project team prepares database of the training beneficiaries and report to the Project Board
	3-2 # of green jobs in selected communities (Disaggregated by sex and social groups)	Project records	TBD				150	280	250			680	
Activity Result 3.1- *Public awareness,*	*3.1-1 # of HHs of selected communities received trainings on*	Project records	TBD		1800	6360						8160	Project team prepares database of the training

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education and incentive mechanism established for behavioral change in selected communities	*waste management (social group and other relevant categories*												beneficiaries and report to the Project Board
	3.1-2 # of HHs received equipment for effective waste management	Project records	*0*		*1800*	6360						8160	Project team prepares database of the training beneficiaries and report to the Project Board
Activity Result 3.2 RU groups established in selected communities and linked to waste value chains.	*3.2-1 # of people received entrepreneurship/skills training related to RU in selected communities* *(disaggregated by sex and social group)*	Project records	0			400	400	400	160			1360	Project team prepares database of the training beneficiaries and report to the Project Board
	3.2-2 # of RU groups received equipment and technology support *(disaggregated by sex and social group)*	Project records	*0*			*40*	40	40	16			136	Project team prepares database of the training beneficiaries and report to the Project Board

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VI. MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
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.		
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.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Bi-Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
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.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
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	Quarterly	Any quality concerns or slower than expected progress should be discussed by the project board and		

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	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.		management actions agreed to address the issues identified.		

Evaluation Plan[8]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Review			CPD Outcome 1	December2026	PMC, Community groups, RUs enterprises	20,000
Final evaluation			CPD Outcome 1	December 2029	PMC, Community groups, RUs enterprises	30,000

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VII. MULTI-YEAR WORK PLAN [910]

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year							RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5	Y6	Y7		Funding Source	Budget Description	Amount
Output 1: PMC is able to create enabled policy environment and mechanism on waste management and RU contributing to green economy **Gender marker:**		**16,652**	**53,298**	**121,072**	**47,628**	**40,824**	**24,948**	**13,608**				**318,029**
Activity Result 1.1: Waste management/RU policies, strategies of PMC are updated or developed for effective waste management ecosystem	1.1.1 Revise/update waste management and RU policies/ guidelines/ strategies and knowledge products	14,684	13,000	24,265	18,000	10,000	5,000	3,000	UNDP	KOICA	Training/Consultant	87,949
	1.1.2 Develop and operationalize tracking tool for data on waste generation and collection, and revenue	-	20,000	21,000	5,000	5,000	5,000	5,000	UNDP	KOICA	Training/Consultant	61,000
	Sub-Total for Activity 1.1											**148,949**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year							RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5	Y6	Y7		Funding Source	Budget Description	Amount
Activity Result 1.2: Capacity of relevant PMC staffs and other stakeholders strengthened for effective functioning of Waste Management Coordination Committee	1.2.1. Revitalize Waste Management Coordination Committee for better synergy and coordination among all stakeholders including private sector.	-	4,000	19,000	4,000	4,000	4,000	4,000	UNDP	KOICA	Training/Consultant	39,000
	1.2.2 Provide trainings and other learning opportunities for PMC officials and other relevant stakeholders	-	10,000	42,500	15,000	17,000	8,000	-	UNDP	KOICA	Training/Travel	92,500
	Sub-Total for Activity 1.2											**131,500**
	UNDP quality assurance and monitoring	734	2,350	5,338	2,100	1,800	1,100	600	UNDP	KOICA	Direct Project Cost	14,022
	General Management Support Cost	1,233	3,948	8,968	3,528	3,024	1,848	1,008	UNDP	KOICA	General Management Cost	23,558
Output 2: Green Venture Zone operationalized and self-sustained for increased public awareness and to promote RU enterprises		**-**	**130,410**	**182,908**	**825,547**	**491,103**	**348,582**	**274,829**				**2,253,379**

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year							RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5	Y6	Y7		Funding Source	Budget Description	Amount
Gender marker:												
Activity Result 2.1 GVZ is established and fully equipped	2.1.1 Construct GVZ	-	-	-	-	-	-	-	KOICA	KOICA		-
	2.1.2 Provide equipment and facilities	-	-	-	**267,000**	-	-	-	UNDP	KOICA	Equipment	267,000
	Sub-Total for Activity 2.1											**267,000**
Activity Result 2.2 Management and promotion system developed for effective operations of GVZ	2.2.1. Establish management and operations system including business model (master plan)		-	8,000	46,200	29,200	18,520	1,200	UNDP	KOICA	Consulting firm	103,120
	2.2.2. Prepare communication/ promotion strategy	-	-	10,000	15,000	16,000	16,000	12,000	UNDP	**UNDP**	Consultant	69,000
	Sub-Total for Activity 2.2											**172,120**
Activity Result 2.3: Incubation, marketing and public awareness activities implemented through GVZ (for the promoting of RU)	2.3.1. Incubation support (trainings/counseling, business plan, technical support) for existing and aspiring/potential RU entrepreneurs	-	115,000	144,000	339,854	320,000	205,000	188,000	UNDP	KOICA		1,311,854
	Training and technical support for RU Entrepreneurs		15,000	31,000	36,000	32,000	17,000				Training / Consultant	131,000

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year							RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5	Y6	Y7		Funding Source	Budget Description	Amount
	Set up green investment fund to provide technology upgrading (challenge fund)		100,000	113,000	115,854	100,000					Consulting firm	428,854
	GVZ technical and advisory support (P3)				188,000	188,000	188,000	188,000			Salary	752,000
	2.3.2. Linkage with potentials markets, product branding and promotional events (exhibition, fair)	-	-	-	39,000	45,000	45,000	30,000	UNDP	KOICA	Training/ Consulting firm	159,000
	2.3.3. Public awareness through education and exhibition, online platform, media events/talk shows (TV, radio etc.)	-	-	-	22,000	24,000	24,000	12,000	UNDP	KOICA	Consulting firm	82,000
	Sub-Total for Activity 2.3											**1,552,854**
	UNDP quality assurance and monitoring	-	5,750	8,950	38,610	22,110	15,476	12,260	UNDP	KOICA	Direct Project Cost	103,156
	General Management Cost	-	9,660	14,236	62,945	35,225	24,640	19,477			General Management Cost	166,182

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year							RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5	Y6	Y7		Funding Source	Budget Description	Amount
Output 3: Capacity of selected communities enhanced in creating green jobs and managing waste in an environmentally friendly manner. **Gender marker:**		**-**	**1,102,978**	**949,657**	**468,332**	**78,422**	**72,772**	**5,650**				**2,677,811**
Activity Result 3.1: Public awareness, education and incentive mechanism implemented for behavioral change in selected communities	3.1.1 Provide trainings, awareness, and other behavior change activities to the selected communities	-	236,400	194,400	64,400	64,400	64,400	5,000	UNDP	KOICA	Training Wrkshop	629,000
	3.1.2. Provide equipment and other supports for segregation and processing	-	319,200	252,000	-	-	-	-	UNDP	KOICA	Equipment	571,200
	Sub-Total for Activity 3.1											**1,200,200**
Activity Result 3.2. RU groups established in selected communities and linked to waste value chain	3.2.1. Create RU groups in the community level	-	205,000	176,500	197,000	-	-	-	UNDP	**UNDP**	Training Wrkshop	578,500
	3.2.2. Provide technical, equipment, and marketing support	-	230,000	230,000	167,000	5,000	-	-	UNDP	KOICA	Equipment	632,000

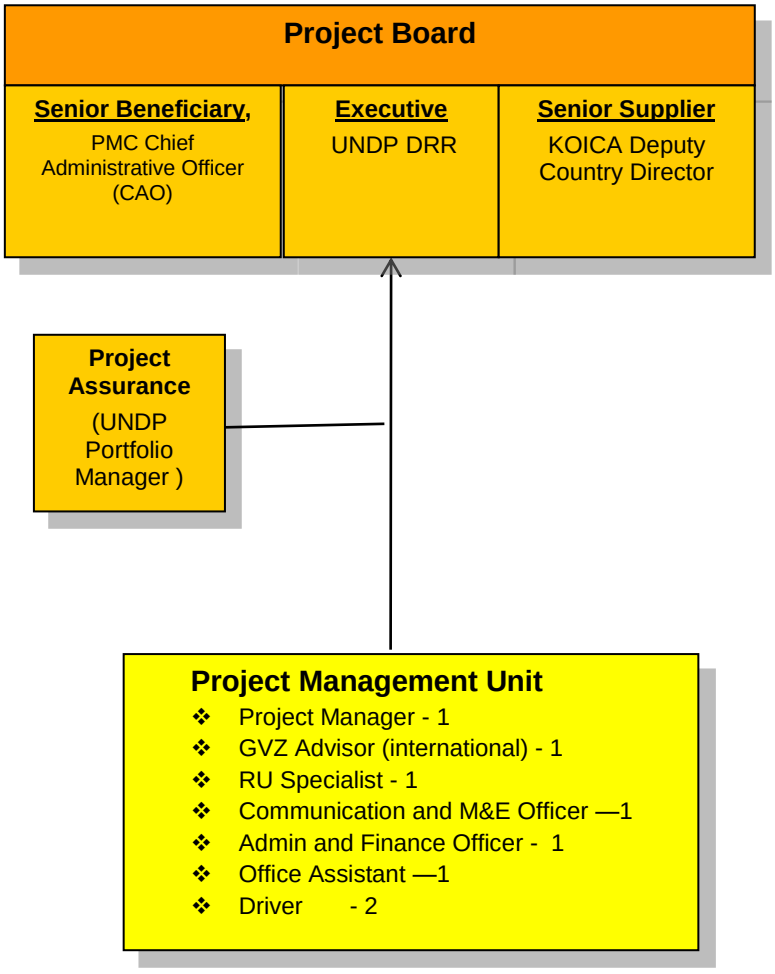
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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year							RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5	Y6	Y7		Funding Source	Budget Description	Amount
	for the selected RU groups											
	Sub-Total for Activity 3.2											**1,210,500**
	UNDP quality assurance and monitoring	-	49,530	42,645	21,420	3,470	3,220	250	UNDP	**UNDP**	Direct Project Cost	**120,535**
	General Management Cost	-	62,848	54,112	18,512	5,552	5,152	400	UNDP	KOICA	General Management Cost	**146,576**
Project Management Cost	Salary/staff cost	4,800	111,600	130,106	124,800	138,000	138,000	138,000	UNDP	KOICA	Staff salary	785,306
	Operation		41,300	116,170	41,300	41,300	41,300	40,300	UNDP	KOICA	Operation cost	321,670
	Travel	7,500	4,640	3,905	4,640	4,640	4,640	2,000	UNDP	**UNDP**	Travel	31,965
	Evaluation/Surveys			20,000	20,000			30,000	UNDP	**UNDP**	Evaluation & Monitoring	70,000
	UNDP Quality assurance and monitoring	615	7,877	13,509	9,537	9,197	9,197	10,515	UNDP	KOICA	Direct Project Cost	60,447
	General Management Support	433	12,862	20,783	14,051	15,080	15,080	15,105	UNDP	KOICA	General Management Cost	93,394
	Sub-Total for Project Management Cost											**1,362,781**
TOTAL		**30,000**	**1,464,965**	**1,558,109**	**1,555,835**	**818,566**	**654,519**	**530,007**				**6,612,000**
	KOICA	**22,500**	**1,205,795**	**1,305,059**	**1,297,775**	**794,456**	**630,659**	**485,757**				**5,742,000**
	UNDP	**7,500**	**259,170**	**253,050**	**258,060**	**24,110**	**23,860**	**44,250**				**870,000**

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VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

This project will be implemented by UNDP Nepal following UNDP's Direct Implementation Modality (DIM) that is outlined in UNDP's Programme and Operations Policies and Procedures (POPP). As a DIM project, UNDP will lead the implementation except the component for GVZ construction and will be responsible for approving and signing the annual work plan and budget, combined delivery reports at the end of the year, and financial reports, and will be accountable to achieve the results agreed. The results framework, multi-year work plan and budget, project implementation structure, and risks will be part of UNDP's project document. The below figure shows the proposed project management arrangement for this project:



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Project Board: As per POPP, the Project Board will be the governing entity for the project which approves the annual work plan and budget, reviews project's progress towards the annual and final targets, provides guidance to the implementation team, supports in coordination across various government entities, and approves any changes to be made to the project document and budgets if needed. The project board will be chaired by UNDP DRR. Representative of PMC and KOICA will be the members of PB.

Specific responsibilities of the Project Board include:

- 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 on new project risks, and agree on possible countermeasures and management actions to address specific risks;
- Agree on project manager's tolerances as required;
- Review the project progress, and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Appraise the annual project implementation report, including the quality assessment rating report; make recommendations for the workplan;
- Provide ad hoc direction and advice for exceptional situations when the project manager's tolerances are exceeded; and
- Assess and decide to proceed on project changes through appropriate revisions.

The composition of the Project Board must include the following roles:

Executive: The Executive is the chair of the Project Board who represents ownership of the project. This role will be held by UNDP DRR. 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.

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 relevant stakeholders about project progress;
- Chair Project Board meetings.

Senior Supplier: The Senior Supplier is an individual or group representing the interests of the parties concerned 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. KOICA and UNDP 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;

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- 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.

Senior Beneficiary: The Senior Beneficiary is an 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. The Senior Beneficiary role is held by a representative of PMC.
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 Senior Beneficiary role monitors progress against targets and quality criteria.
Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Prioritize and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes;
- 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.

Project Assurance: UNDP provides a three – tier supervision, oversight, and quality assurance role – funded by the agency fee – involving UNDP staff in Country Offices and at regional and headquarters levels. Project Assurance must be totally independent of the Project Management function. The quality assurance role supports the Project Board and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. This role will be done by UNDP Portfolio Manager working in the UNDP Country Office. UNDP's teams in the regional and headquarters offices also support in the quality assurance functions by ensuring that all corporate requirements are met by the project both in terms of results and financial management.

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'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.
Specific Responsibilities:

- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Board to assure the overall direction and integrity of the project;

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- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Plan the activities of the project and monitor progress against the project results framework and the approved annual workplan;
- Mobilize personnel, goods and services, training and micro-capital grants to initiative activities, including drafting terms of reference and work specifications, and overseeing all contractors' work;
- Monitor events as determined in the project monitoring schedule plan/timetable, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, through advance of funds, direct payments or reimbursement using the fund authorization and certificate of expenditures;
- Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports;
- Be responsible for preparing and submitting financial reports to UNDP on a quarterly basis;
- Manage and monitor the project risks initially identified and 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;
- Capture lessons learned during project implementation;
- Prepare the annual workplan for the following year; and update the Atlas Project Management module if external access is made available.
- Prepare the Annual Project Report and submit the final report to the Project Board;
- Based on the Annual Project Report and the Project Board review, prepare the AWP for the following year.
- Ensure the interim evaluation process is undertaken as per the UNDP guidance, and submit the interim evaluation report to the Project Board.
- Identify follow-on actions and submit them for consideration to the Project Board;
- Ensure the final evaluation process is undertaken as per the UNDP guidance, and submit the final evaluation report to the Project Board.

Project Steering Committee (PSC): A Project Steering Committee will be formed which will provide strategic guidance to the Project and help strengthen coordination with federal and provincial governments and other relevant stakeholders as required. The Committee will be chaired by the Mayor of the PMC. The PAC shall meet at least once a year. The composition of the PAC includes:

Mayor, PMC	**Chairperson**
Representative of MOFAGA	Member
Representative of Gandaki Province government	Member
UNDP Resident Representative	Member
KOICA Country Director	Member
Representative of private sector	Member

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Project Advisory Committee (PAC) – The PAC, Chaired by the Joint Secretary of MOFAGA will support the project for coordination with the relevant federal ministries for synergy and policy support. The Composition of PAC is as follows

Joint Secretary, MOFAGA	Chair
Representative of PMC	Member
Representative of KOICA	Member
Representative of UNDP	Member

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Nepal and UNDP, signed on 1984 All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP ("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. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][11] [UNDP funds received pursuant to the Project Document][12] are used to provide support to individuals or entities associated with terrorism , that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a

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constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

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. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:

a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
   i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
   (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
   (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may

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occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
   (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
   (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
   (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
   (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
   (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

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h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.
Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

8. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

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

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

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

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XI. ANNEXES

1. Project Quality Assurance Report

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

DECISION

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

RATING CRITERIA

STRATEGIC

1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project): • **3: The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time.** • **2:** The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time but is backed by limited evidence. • **1:** The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change. *Note: Management Action or strong management justification must be given for a score of 1	3 √	2
	1	
	Evidence from Prodoc. **Score: 3** The project has a theory of change with explicit assumptions and clear change pathway describing to contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach. Further, the project document clearly highlights how Pokhara Metropolitan City will have a more sustainable waste management system with the creation of green jobs through Recycling and Upcycling enterprises thereby contributing to circular economy.	
	3 √	2
	1	

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2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project): • **3: The project responds to one of the three areas of development work[13] as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging** areas[14]; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. *(all must be true to select this option)* • **2: The project responds to one of the three areas of development work[1] as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. *(both must be true to select this option)*** • **1:** While the project may respond to one of the three areas of development work[1] as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.	**Evidence from Prodoc.** **Score: 3** The project is designed to contribute to UNDP's Strategic Plan 2022-25 that includes Access to basic services and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods and jobs to achieve prosperity (output 1.3). The project aims to promote the green economy by establishing recycling/upcycling (RU) enterprises based on the circular economy model, in place of the current 'throw away' approach, thereby increasing green jobs and reducing pollution and environmental impact of solid waste. Hence, the project contributes to sustainable development pathway as well as the development of areas specified in Strategic Plan. The project directly contributes to IRRF indicators 1.3.1

RELEVANT

3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project): • 3: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) *(all must be true to select this option)* • **2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. *(both must be true to select this option)*** • **1:** The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project. *Note: Management Action must be taken for a score of 1, or select not applicable.	3	2 √
	1	
	Evidence: ProDoc **Score: 2** The project has roadmaps and strategies to identify and engage in specific activities throughout the project by promoting inclusive development, prioritizing women, poor and people from disadvantaged groups in beneficiary selection and design of project activities according to their needs and priorities. The project will take extra efforts to identify entry points for the engagement of women and disadvantaged groups in decision making roles at the community level. The project will also proactively engage with women led enterprises to promote jobs and employment opportunities for women and people from excluded communities.	
	3	2 √
	1	

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

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

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4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project): • **3**: Knowledge and lessons learned (gained e.g., through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives**.** • **2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives.** • **1:** There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence. *Note: Management Action or strong management justification must be given for a score of 1	**Evidence from ProDoc** **Score: 2** The project has been designed on the basis of the information/knowledge regarding SWM, Recycling and Upcycling of SW from Blue Waste to Value (BW2V), Doko Recyclers (DOKO), Sakti Milan Nepal, and Dhasoo; the RU enterprises with experience and a record of good performance in SWM. Data, knowledge and experiences from these RU enterprises have been taken as reference information in conceptualizing the Theory of Change and activities are derived according to generate green jobs and create an enabling policy environment and establishment of a Green Venture Zone (GVZ) to incentivize existing and potential RU enterprises.
5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project): • **3**: A participatory gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. *(all must be true to select this option)* • **2:** A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. *(all must be true to select this option)* • **1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered.** *Note: Management Action or strong management justification must be given for a score of 1	3 | 2 1 √ **Evidence from Prodoc.** **Score: 1** A detailed GESI analysis for the project will be conducted during the inception phase, jointly with the project baseline survey. Based on the analysis, a dedicated GESI strategy and action plan for the project will be developed and implemented. The GESI strategy and action plan will promote inclusive development by prioritizing women, poor and people from disadvantaged groups in beneficiary selection and design of project activities according to their needs and priorities. The project will also proactively engage with women led enterprises to promote jobs and employment opportunities for women and people from excluded communities and advocate and promote zero tolerance on harassment and any kind of violence.
6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project): • **3:** An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's	3 | 2 √ 1 **Evidence from Prodoc.** **Score: 2** The project document captured role of other partners in achieving the intended result. Hence, the project document is open to partner with

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intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. *(all must be true to select this option)* • **2: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified.** • **1:** No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. *Note: Management Action or strong management justification must be given for a score of 1	other stakeholders. The project will collaborate with federal and provincial government agencies for policy coherence and coordination with other stakeholders. The Ministry of Federal Affairs and General Administration (MoFAGA) is the focal federal Ministry for the coordination, support, facilitation of the local governments. For this project, MoFAGA will provide guidance for policy coherence and coordination with other relevant federal level entities required. MoFAGA is included as a member of the Project Advisory Committee. Besides, the project will also coordinate with relevant entities of the province governments and Private Sector representative will be part of the Project Steering Committee to ensure that the voices of RUs are addressed.

SOCIAL & ENVIRONMENTAL STANDARDS

7. Does the project seek to further the realization of human rights using a human rights-based approach? (Select from options 1-3 that best reflects this project): • **3: Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. *(all must be true to select this option)*** • **2:** Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. • **1:** No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. *Note: Management action or strong management justification must be given for a score of 1	3 √	2
	1	
	Evidence from Prodoc **Score: 3** project follows human rights based approach (HRBA) that help to bring two important values to development works; firstly provides necessary frameworks on non-discrimination, GESI strategy for women and marginalized communities and secondly, enhancing capacity to the poor to overcome poverty and inequality by increasing green jobs/employment opportunities to the vulnerable and marginalized communities , and reducing pollution and environmental impact of solid waste in Pokhara Metropolitan City. The project focuses on the basic livelihoods of the most vulnerable group which is the fundamental human rights of the people. For the selection of the beneficiaries and the work modality, the project will work closely with the local communities and historically marginalized communities to ensure their voices are heard in decision making.	
	3 √	2

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8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project): • **3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. *(all must be true to select this option)*.** • **2:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget. • **1:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. *Note: Management action or strong management justification must be given for a score of 1	1 **Evidence from Prodoc** **Score: 3** The project strongly focuses on the sustainable and green recovery of the waste re/upcycles with clear strategy to promote green jobs, waste recovery circular economy, environmentally friendly waste management etc. The project will work through three interlinked areas of interventions – policy and coordination, promoting of RU enterprises and empowering communities for increased awareness and community level RU initiatives and environment. Project will mainstream the environmental sustainability by enabling policy environment and building the capacity within PMC through trainings on environmentally friendly solid waste management, raise environmental, social, and economic awareness on recycling and upcycling and to establish an environment for recycling and upcycling-based industries.
9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]	Yes √ | No SESP has been systematically conducted and SESP report is attached in the Prodoc
MANAGEMENT & MONITORING	
10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project): • **3:** The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. *(all must be true to select this option)* • **2: The project's selection of outputs and activities are at an appropriate level but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. *(all must be true to select this option)*** • **1:** The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data	3 | 2 √ 1 **Evidence from ProDoc** **Score: 2** Project has well defined with detail analysis of RRF in clear link to the theory of change. Moreover, the project is designed in an efficient manner to produce maximum possible results with the minimum cost. The activities and cost associated with those activities are allocated based on the experiences garnered from other UNDP projects. The expected results and activities are clearly linked to CPD

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<table>
<tr><td>sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators.

*Note: Management Action or strong management justification must be given for a score of 1</td><td colspan="2">outcome 1.3 and value for money is also taken into account.</td></tr>
<tr><td>11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?</td><td>Yes (3) √</td><td>No (1)</td></tr>
<tr><td rowspan="3">12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):

• <u>3:</u> The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (<u>all</u> must be true to select this option).
• <u>2:</u> The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true to select this option)
• <u>1:</u> 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.

*Note: Management Action or strong management justification must be given for a score of 1</td><td>3 √</td><td>2</td></tr>
<tr><td colspan="2">1</td></tr>
<tr><td colspan="2">Evidence from Prodoc
Score: 3

The Project Board will be the governing entity for the project which approves the annual work plan and budget, reviews project's progress towards the annual and final targets, provides guidance to the implementation team, supports in coordination across various government entities, and approves any changes to be made to the project document and budgets if needed. The project board will be chaired by UNDP DRR. Representative of PMC and KOICA will be the members of PB and implemented following UNDP's Direct Implementation Modality (DIM.

Additionally, PEB will be supported by Project Advisory Committee (PAC) and Project Steering Committee (PSC). The PAC will be chaired by the Joint Secretary of MOFAGA to support the project for coordination with the relevant federal ministries for synergy and policy support. Similarly, PSC chaired by the Mayor of the PMC will provide strategic guidance to the Project and help strengthen coordination with federal and provincial governments and other relevant stakeholders as required.

The project document has specified for each position in the governance mechanism (especially all members of the project board.) Project Board</td></tr>
</table>

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	members have agreed on their roles and responsibilities as specified in the terms of reference attached to the project document.
13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project): • **3:** Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. *(both must be true to select this option)* • **2: Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk.** • **1:** Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document. *Note: Management Action must be taken for a score of 1	3 | 2 √ 1 **Evidence from ProDoc** **Score: 2** Project document has identified the potential risks and their likelihood. The document has also identified the risk mitigating measures to correct those risks in the case of their appearance.
EFFICIENT	
14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.	Yes (3) √ | No (1)
15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)	Yes (3) √ | No (1)
16. Is the budget justified and supported with valid estimates? • **3:** The project's budget is at the activity level with funding sources and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. • **2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates.** • **1:** The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.	3 | 2 √ 1 **Evidence from ProDoc** **Score: 2** The project is designed to produce maximum possible results with the minimum cost and allocated resources in multi-year budget. The activities and cost associated with those activities are allocated based on the prevailing market prices and experiences garnered from other UNDP projects. The expected results and activities are clearly linked and value for money is also taken into account.

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17. Is the Country Office fully recovering the costs involved with project implementation? • **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. *Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.	3	2 √
	1	
	Evidence from Prodoc **Score: 2** The budget covers significant and strategic activities based on prevailing UNDP policies as per priorities.	

EFFECTIVE

18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project): • **3: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context.** ***(both must be true to select this option)*** • **2:** The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments. • **1:** The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. *Note: Management Action or strong management justification must be given for a score of 1	3√	2
	1	
	Evidence from Prodoc **Score: 3** The project is implementing under Direct Implementation Guidelines (DIM) modality. Generally, partners assessments are not required for DIM project as there will not be flow of the fund to the partners directly. However, activities will be implemented in collaboration with parallel funding for the components of respective responsible as agreed	
19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination? • 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions. • **2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions.** • 1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project.	3	2√
	1	
	Evidence from Prodoc **Score: 2** Project is designed to promote the green economy by establishing recycling/upcycling (RU) enterprises based on the circular economy model, in place of the current 'throw away' approach, thereby increasing green jobs and reducing pollution and environmental impact of solid waste. The project will select 136 communities covering all 33 wards of PMC who will be the direct beneficiaries. The project organized consultative meeting with	

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	communities as well as regularly engaged PMC during the development of the project. Moreover, project will organise review meetings regularly with the communities to address their concerns, in addition to the engagement with the project team during the implementation. The project will ensure the selection of poor and vulnerable population in close consultation with PMC and local communities in coordination with PMC to link poor and marginalized people to other relevant programs of PMC	
20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?	Yes (3)√	No (1)
21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum. *Note: Management Action or strong management justification must be given for a score of "no"	Yes (2)√	No (1)
	Evidence	
22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project): • **3: The project has a realistic work plan & budget covering the duration of the project *at the activity* level to ensure outputs are delivered on time and within the allotted resources.** • **2:** The project has a work plan & budget covering the duration of the project at the output level. • **1:** The project does not yet have a work plan & budget covering the duration of the project.	3√	2
	1	
	Evidence from Prodoc **Score: 3** Project has multi-year work plan with detail break down of activities and budget.	
SUSTAINABILITY & NATIONAL OWNERSHIP		
23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project): • **3: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP.** • **2:** The project has been developed by UNDP in close consultation with national partners. • **1:** The project has been developed by UNDP with limited or no engagement with national partners.	3√	2
	1	
	Evidence from Prodoc **Score: 3** The project document is prepared in close consultation with the PMC. Several formal and informal discussion were made with Mayor, Deputy, Ward chairs and senior officials, including Chief Administrative Officer, of PMC. The activities are aligned with Strategic Plan of PMC. Hence, PMC as national partner has full ownership on the design process and project.	
24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity	3	2.5
	2 √	1.5

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assessments conducted? (select from options 0-4 that best reflects this project): • 3: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection and adjust the strategy to strengthen national capacities accordingly. • **2.5:** A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities. • **2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment.** • **1.5:** There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. • **1:** Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.	1 **Evidence from Prodoc** **Score: 2** The project document has precisely identified the activities that will be undertaken to strengthen the capacity of the PMC. The First output of the project is to create enabled policy environment and mechanism on waste management and RU contributing to green economy. The details capacity assessments and development of the activities will be carried out during the project implementation. This will mainly focus on the development of institutional as well as human resource capacity of PMC.	
25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?	Yes (3)√	No (1)
26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?	Yes (3)√	No (1)

Kalpana Sarkar

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2. Social and Environmental Screening Template

SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE (2022 SESP TEMPLATE, VERSION 1)

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document at the design stage. Note: this template will be converted into an online tool. The online version will guide users through the process and will embed relevant guidance.

Project Information

Project Information	
1. Project Title	Green Job Creation through Recycling and Upcycling in Pokhara Metropolitan City (GCRU)
2. Project Number (i.e. Atlas project ID, PIMS+)	01001243
3. Location (Global/Region/Country)	Pokhara, Nepal
4. Project stage (Design or Implementation)	Design
5. Date	December 2023

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

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the project mainstreams the human rights-based approach

Green Job Creation through Recycling and Upcycling in Pokhara Metropolitan City (GCRU) project follows human rights based approach (HRBA) that help to bring two important values to development works; firstly provides necessary frameworks on non-discrimination, GESI strategy for women and marginalized communities and secondly, enhancing capacity to the poor to overcome poverty and inequality by increasing green jobs/employment opportunities to the vulnerable and marginalized communities , and reducing pollution and environmental impact of solid waste in Pokhara Metropolitan City. The project focuses on the basic livelihoods of the most vulnerable group which is the fundamental human rights of the people. For the selection of the beneficiaries and the work modality, the project will work closely with the local communities and historically marginalized communities to ensure their voices are heard in decision making.

The project also has made provision for the safety measures of the beneficiaries' communities while working in the waste management. Furthermore, the project will focus on the well-being of all persons including those who are excluded from participating in the development process and will empower them to claim their rights, whenever grievance put their well-being at risk.

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

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The project will promote inclusive development by prioritizing women, poor and people from disadvantaged groups in beneficiary selection and design of project activities according to their needs and priorities. The project will take extra efforts to identify entry points for the engagement of women and disadvantaged groups in decision making roles at the community level. The project will also proactively engage with women led enterprises to promote jobs and employment opportunities for women and people from excluded communities. The project will also advocate and promote zero tolerance on harassment and any kind of violence in this sector. Detail gender and social issues will be covered in the baseline survey carried out in the beginning of the project implementation.
Briefly describe in the space below how the project mainstreams sustainability and resilience
The project strongly focuses on the sustainable and green recovery of the waste re/upcycles with clear strategy to promote green jobs, waste recovery circular economy, environmental friendly waste management etc. The project will work through three interlinked areas of interventions – policy and coordination, promoting of RU enterprises and empowering communities for increased awareness and community level RU initiatives and environment. Project will mainstream the environmental sustainability by enabling policy environment and building the capacity within PMC (including staff and elected council members) through trainings on environmentally friendly solid waste management, raise environmental, social, and economic awareness on recycling and upcycling and to establish an environment for recycling and upcycling-based industries.
Briefly describe in the space below how the project strengthens accountability to stakeholders
The Project will be implemented in close consultations with all relevant stakeholders including PMC, Recycling and Upcycling Enterprises, communities. The project will organize annual review and planning meeting through which major interventions and responsibility of each stakeholder will be identified. The project team will do necessary coordination with each stakeholder during the implementation.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Complete SESP Attachment 1 before responding to Question 2.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5below before proceeding to Question 5*			**QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High**
Risk Description (broken down by event, cause, impact)	***Impact and Likelihood (1-5)***	***Significance (Low, Moderate Substantial, High)***	***Comments (optional)***	***Description of assessment and management measures for risks rated as Moderate, Substantial or High***
Risk 1: Potential exclusion of poor and marginalized people	I = 3 L = 2	**Moderate**	Project may not be able to provide green job/employment to all concerned communities.	The project will conduct a need assessment along with the GESI assessment and related management will be developed to ensure that poor and marginalized people won't be excluded. The project will ensure the selection

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				of poor and vulnerable population in close consultation with PMC and local communities. The project will also coordinate with PMC to link poor and marginalized people to other relevant programs of PMC
Risk 2: Potential health risk of the beneficiaries who are engaged in green jobs/employment opportunities	I = 3 L = 2	**Moderate**	The project aims to provide green jobs/employment has posed a risk of the beneficiary being infected or exposed from waste collection, segregation and re/upcycle process related health risks.	The project will develop OSH management plan and implement to minimize the hazards related to health risk. The project however provision all necessary safety measures including personal protection equipment, and other safety protocol recommended by government of Nepal to avoid any health hazards.
Land allocated by PMC for the GVZ construction may not receive buy-in from all stakeholder of PMC	I = 4 L=2	Moderate	Some stakeholder of PMC may resists for the GVZ construction in the proposed land	Project will develop a stakeholder plan and implement the plan at all stages of the project. The project will engage with all relevant and to the possible extent, will address their concern to get their buy-in.

	QUESTION 4: What is the overall project risk categorization?		
	Low Risk	☐	
	Moderate Risk	X	
	Substantial Risk	☐	
	High Risk	☐	

	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)				
	Question only required for Moderate, Substantial and High Risk projects				
	Is assessment required? (check if "yes")	Yes			***Status? (completed, planned)***
	if yes, indicate overall type and status		☐	**Targeted assessment(s)**	
			☐	ESIA (Environmental and Social Impact Assessment)	

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			☐	SESA (Strategic Environmental and Social Assessment)	
			X	**GESI Analysis/Assessment**	To be done
			X	**Stakeholder mapping and consultation**	Completed
			X	**Mapping of health hazards to the beneficiaries**	To be done
	Are management plans required? (check if "yes)	Yes			
	If yes, indicate overall type		☐	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	
			☐	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
			☐	ESMF (Environmental and Social Management Framework)	
			X	**Gender Action Plan**	To be developed
			X	**Stakeholder Engagement Plan**	To be developed
			X	**OSH management plan**	To be developed
	Based on identified <u>risks</u>, which Principles/Project-level Standards triggered?		**Comments (not required)**		
	Overarching Principle: Leave No One Behind				
	Human Rights	✔			
	Gender Equality and Women's Empowerment	✔			
	Accountability	☐			

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	1. Biodiversity Conservation and Sustainable Natural Resource Management	x	
	2. Climate Change and Disaster Risks	✔	
	3. Community Health, Safety and Security	✔	
	4. Cultural Heritage	x	
	5. Displacement and Resettlement	x	
	6. Indigenous Peoples	✔	
	7. Labour and Working Conditions	☐	
	8. Pollution Prevention and Resource Efficiency	✔	

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	***Date***	***Description***
QA Assessor Dharma Swarnakar; Policy Advisor DocuSigned by: 376201824CAC484...	03-Apr-2024	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 Julien Chevillard; Deputy Resident Representative DocuSigned by: 2B6D826A661446B...	06-Apr-2024	UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		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.

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SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.	
Overarching Principle: Leave No One Behind **Human Rights**	**Answer (Yes/No)**
P.1 Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	*Yes*
P.2 Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	*No*
P.3 Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	*Yes*
Would the project potentially involve or lead to:	*No*
P.4 adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	*No*
P.5 inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? [15]	*No*
P.6 restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	*No*
P.7 exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	*No*
Gender Equality and Women's Empowerment	
P.8 Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	Yes
Would the project potentially involve or lead to:	
P.9 adverse impacts on gender equality and/or the situation of women and girls?	*No*
P.10 reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	*No*
P.11 limitations on 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?	*No*

[15] Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, 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 and transsexual people.

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	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	
P.12	exacerbation of risks of gender-based violence? *For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc*.	*No*
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
Would the project potentially involve or lead to:		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	Yes
P.14	grievances or objections from potentially affected stakeholders?	Yes
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
Would the project potentially involve or lead to:		
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	No
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	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	risks to endangered species (e.g. reduction, encroachment on habitat)?	*No*
1.5	exacerbation of illegal wildlife trade?	*No*
1.6	introduction of invasive alien species?	*No*
1.7	adverse impacts on soils?	*No*
1.8	harvesting of natural forests, plantation development, or reforestation?	*No*
1.9	significant agricultural production?	*No*
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	*No*
1.11	significant extraction, diversion or containment of surface or ground water?	*No*

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	For example, construction of dams, reservoirs, river basin developments, groundwater extraction	
1.12	handling or utilization of genetically modified organisms/living modified organisms?[16]	*No*
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)[17]	*No*
1.14	adverse transboundary or global environmental concerns?	*No*
Standard 2: Climate Change and Disaster Risks		
Would the project potentially involve or lead to:		
2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	Yes
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? *For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes*	No
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	*No*
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	*No*
Standard 3: Community Health, Safety and Security		
Would the project potentially involve or lead to:		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	*Yes*
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	*No*
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	*No*
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	Yes
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	*No*
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	*No*
3.7	influx of project workers to project areas?	*No*

[16] See the Convention on Biological Diversity and its Cartagena Protocol on Biosafety.

[17] See the Convention on Biological Diversity and its Nagoya Protocol on access and benefit sharing from use of genetic resources.

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3.8	engagement of security personnel to protect facilities and property or to support project activities?	*No*
Standard 4: Cultural Heritage		
Would the project potentially involve or lead to:		
4.1	activities adjacent to or within a Cultural Heritage site?	*No*
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	*No*
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	*No*
4.4	alterations to landscapes and natural features with cultural significance?	*No*
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	*No*
Standard 5: Displacement and Resettlement		
Would the project potentially involve or lead to:		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	*No*
5.2	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	risk of forced evictions?[18]	*No*
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	*No*
Standard 6: Indigenous Peoples		
Would the project potentially involve or lead to:		
6.1	areas where indigenous peoples are present (including project area of influence)?	Yes
6.2	activities located on lands and territories claimed by indigenous peoples?	*No*
6.3	impacts (positive or negative) to 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)? *If the answer to screening question 6.3 is "yes", then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk*	*No*
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands,	*No*

[18] Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

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	resources, territories and traditional livelihoods of the indigenous peoples concerned?	
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	*No*
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? *Consider, and where appropriate ensure, consistency with the answers under Standard 5 above*	*No*
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	*No*
6.8	risks to the physical and cultural survival of indigenous peoples?	*No*
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? *Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.*	*No*
Standard 7: Labour and Working Conditions		
Would the project potentially involve or lead to: (note: applies to project and contractor workers)		
7.1	working conditions that do not meet national labour laws and international commitments?	No
7.2	working conditions that may deny freedom of association and collective bargaining?	*No*
7.3	use of child labour?	*No*
7.4	use of forced labour?	*No*
7.5	discriminatory working conditions and/or lack of equal opportunity?	*No*
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	Yes
Standard 8: Pollution Prevention and Resource Efficiency		
Would the project potentially involve or lead to:		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	*No*
8.2	the generation of waste (both hazardous and non-hazardous)?	*No*
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	*No*
8.4	the use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention*	*No*

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8.5	the application of pesticides that may have a negative effect on the environment or human health?	*No*
8.6	significant consumption of raw materials, energy, and/or water?	*No*

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3. Risk Analysis.

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
1	There is a risk that All poor and Marginalized people may not be included in the project.	As a result of the limited budget, the project will not be able to cover all poor and marginalised people of PMC.	The project may not be able to provide green job/employment to all poor communities	**1. SOCIAL AND ENVIRONMENTAL (1.2. Gender equality and women's empowerment) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **2 - Low likelihood** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Dec-23 To: 31-Dec-29	Kalpana Sarkar	Risk Treatment 1.1 The project will ensure the selection of poor and vulnerable population in close consultation with PMC and local communities. The project will also coordinate with PMC to link poor and marginalized people to other relevant programs of PMC Risk Treatment Owner: …
2	There is a risk that Potential health risk of the beneficiaries who are engaged in green jobs/employment opportunities	As a result of the fact that some of the project stakeholders may need to get engaged in waste collection and segregation	Which will have a negative impact on the health of those involved in waste management thereby will have impact on project's image	**1. SOCIAL AND ENVIRONMENTAL (1.6. Community health, safety and security) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **2 - Low likelihood** Impact: **3 - Intermediate** Risk level:	From: 01-Dec-23 To: 31-Dec-29	Kalpana Sarkar	Risk Treatment 2.1: … The project will provision all necessary safety measures including personal protection equipment, and

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					MODERATE (equates to a risk appetite of EXPLORATORY)			other safety protocol recommended by government of Nepal to avoid any health hazards. Risk Treatment Owner: …
3	There is a risk that Land allocated by PMC for the GVZ construction may not receive buy-in from all stakeholder of PMC	As a result of public resentment due to misunderstanding of the project objective	Which will impact in delaying the construction of GVZ	**1. SOCIAL AND ENVIRONMENTAL (1.3. Grievances (Accountability to stakeholders)) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **2 - Low likelihood** Impact: **4 - Extensive** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Dec-23 To: 31-Dec-24	*Kalpana Sarkar*	Risk Treatment 3.1: The project will engage with all relevant and to the possible extent, will address their concern to get their buy-in. Risk Treatment Owner: …
4	There is a risk of uncertainty of regular and sufficient supply of clean recyclable materials for RU enterprises	As a result of public unwillingness for source segregation at household level	Which will impact to have less opportunities in expanding RU enterprises thereby less opportunities for green jobs	**3. OPERATIONAL (3.3. Flexibility and opportunity management) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **2 - Low likelihood** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Dec-23 To: 31-Dec-26	*Kalpana Sarkar*	Risk Treatment 4.1: The project will massive public awareness campaign and other support measures to incentivize household for source segregation.

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								Risk Treatment Owner: …
5	There is a risk of GVZ's long term sustainability	As a result that GVZ may not be able to generate sufficient revenue to cover its operations and management cost including marketing and other programs costs	Which will impact that the learning and educational platform like GVZ may not be available in the long run.	3. OPERATIONAL (3.6. Transition and exit strategy) - UNDP Risk Appetite: EXPLORATORY TO OPEN	Likelihood: **2 - Low likelihood** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Jun-26 To: 31-Dec-29	Kalpana Sarkar	Risk Treatment 5.1: The project will help prepare a comprehensive master plan including business model for long-term sustainability. The project will also aggressively promote GVZ through various means for increased outreach to relevant stakeholders and general public to generate sufficient revenue. Secondly, the project will organize regular events targeting tourists as a revenue generation strategy. In parallel, the project will also explore opportunity to domestic and international private sector to contribute to GVZ operations

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								Risk Treatment Owner: …

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4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including Partner Capacity Assessment Tool (PCAT) and HACT Micro Assessment)
   N/A

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5. UNDP Standard Terms of Reference (ToR) for the Project Board

Background

All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on established monitoring and evaluation metrics and high-level implementation issues to ensure quality delivery of results. For the purpose of this ToR and to ensure standardization, henceforth, as regards project documentation, such a body shall only be referred to by one of two names: 'Project Board' or 'Project Steering Committee.'[19] The project board is the most senior, dedicated oversight body for a UNDP 'Development Project', which is defined in the PPM as an instrument where UNDP "Delivers outputs where UNDP has accountability for design, oversight and quality assurance of the entire project."

I. Duties and Responsibilities

The two prominent (mandatory) roles of the Project Board are as follows:

1) **High-level oversight of the project** (as explained in the "Provide Oversight" section of the PPM). This is the primary function of the project board. The project board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, monitoring missions' reports, evaluations, risk logs, quality assessments, and the combined delivery report. The project board is the main body responsible for taking corrective actions as needed to ensure the project achieves the desired results. And its function includes oversight of annual (and as-needed) assessments of any major risks to the programme or project, and related decisions/agreements on any management actions or remedial measures to address them effectively.

   The Project Board also carries the role of quality assurance of the project taking decisions informed by, among other inputs, the project quality assessment. In this role the Board is supported by the quality assurer, whose function is to assess the quality of the project against the corporate standard criteria. This function is performed by a UNDP programme or monitoring and evaluation officer to maintain independence from the project manager regardless of the project 's implementation modality.

   The Project Board reviews updates to the project risk log.

2) **Approval of key project execution decisions** (as explained in the "Manage Change" section of the PPM). The project board has an equally important, secondary role in approving certain adjustments above provided tolerance levels, including substantive programmatic revisions (major/minor amendments), budget revisions, requests for suspension or extension and other major changes (subject to additional funding partner/donor requirements).

The project board is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the project manager's tolerances. The project board approves annual work plans and reviews updates to the project risk log.

Within the overall governance and management arrangements of the project, the role of the project board as regards these two key functions *('High-level oversight of the project' and 'Approval of key project execution decisions')* is distinct from the roles of entities involved in the implementation of

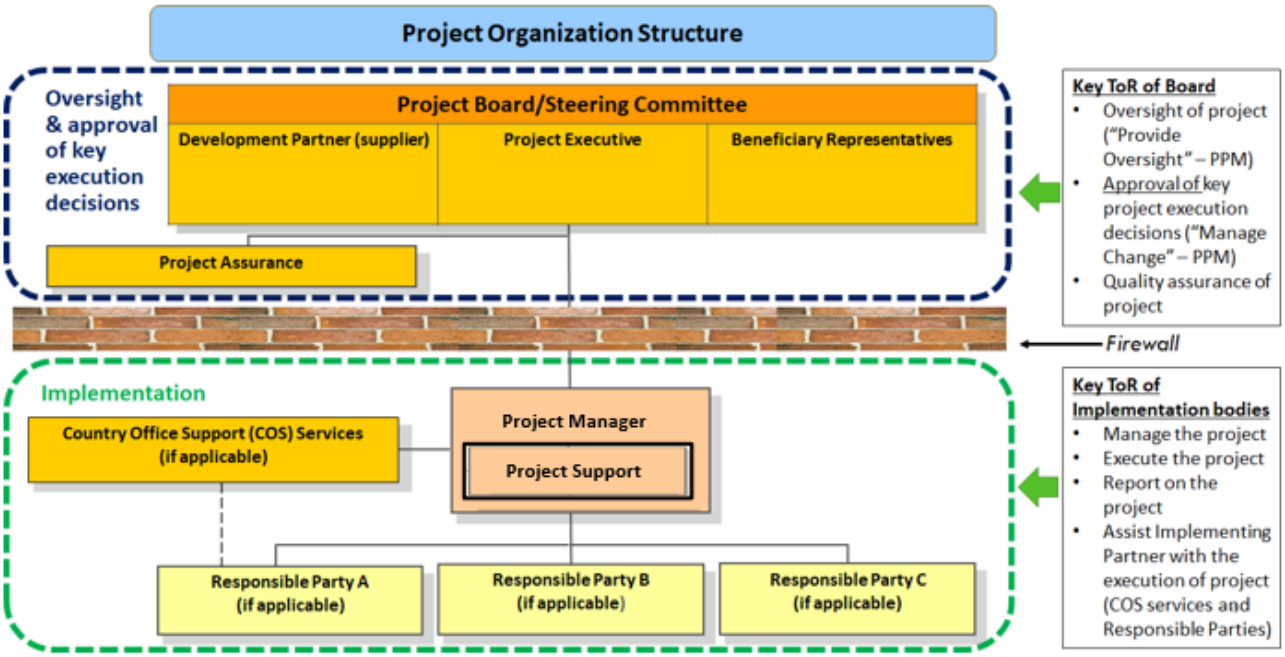
[19] Please insert the appropriate entity name in the relevant sections in the document. Where this ToR refers to "Board" it is intended to apply to both these entities and should be changed accordingly to match the entity chosen for the specific project

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the project, namely the implementing partner (IP), responsibilities parties (if applicable), service providers and project staff.

The diagram below outlines the main entities involved (and their respective responsibilities) in the 'oversight/approval of key execution decisions' layer and the 'implementation' layer of the project structure.

Diagram 1 – Standard Figure of Project Organization Structure vis-à-vis oversight & approval and implementation roles



In order to ensure UNDP's ultimate accountability, the project board decisions should be made in accordance with the Quality Standards for Programming that shall ensure management for development results, best value money, fairness, integrity, transparency and effective national and international competition. An effective project board needs credible data, evidence, quality assurance and reporting to aid decision making (see next section on supporting functions to the Board). The project board also needs to be accountable to protect against conflicts of interest and fraud.

Specific responsibilities of the project board include the following

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints, and promote gender equality and social inclusion (LNOB) in the project implementation;
- Review project performance based on monitoring, evaluation and reporting, including standard quality assurance checks, progress reports, risk logs, spot checks/audit reports and the combined delivery report;
- Address any high-level project issues as raised by the project manager and project assurance;
- Provide guidance on emerging and/or pressing project risks and agree on possible mitigation and management actions to address specific risks (including ensuring compliance with UNDP's Social and Environmental Standards, Fraud/corruption, Sexual Exploitation and Abuse and Sexual Harassment);

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- Agree or decide on project manager's tolerances as required, within the parameters set by UNDP (Manage Change in the PPM) and the donor, and provide direction and decisions for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor;
- Agree or decide on a project suspension or cancellation, if required; (note that for GEF and GCF projects it is UNDP that decides to suspend or cancel and project and the project board is informed/consulted only).
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Receive and address project level grievance, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities potentially affected by the project have access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the project[20].
- Engage in the low value grant selection process where there is no Grant Selection Committee, as guided by the Low Value Grants – UNDP Operational Guide.

Note: Specific requirements may apply for donor-funded projects, such as GEF- or GCF-financed projects. Please refer to the provisions in the project document.

Additional responsibilities of the project board can include, but are not limited to, the following

- Ensure coordination between the various donors and government-funded projects and programmes;
- Report to relevant inter-ministerial bodies or higher-level oversight bodies;
- Ensure coordination with multiple government agencies and their participation in project activities;
- Track and monitor co-financing for this project;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Act as an informal consultation mechanism for stakeholders;
- Approve the Project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses;
- Review the final project report package during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up;
- Providing guidance or reporting protocols to technical committees or sub-bodies reporting to the Board (if applicable);

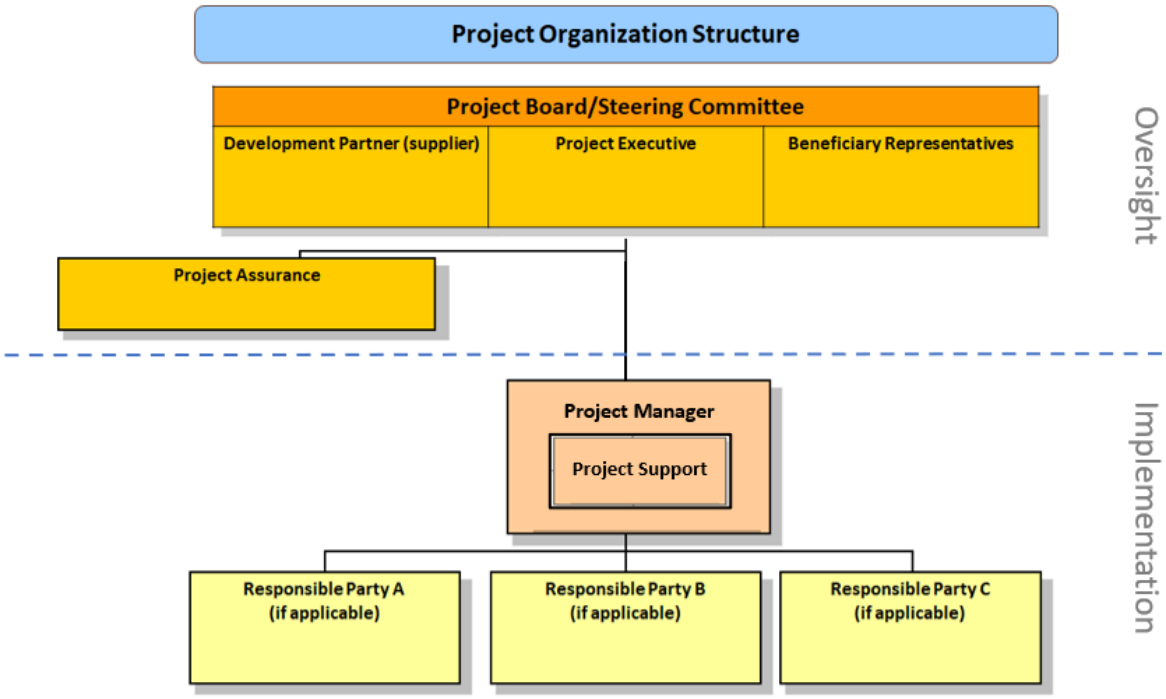
II. Composition of the Project board]

As noted in the diagram below, every project board in a UNDP project has three categories of formal members (e.g. voting members). The role of every formal project board member must correspond to one of these three roles and be identified accordingly in the project documentation.

Diagram 2 – Standard Figure for a Project Organization Structure

[20] The responsibilities of the board in this regard should follow UNDP's Social and Environmental Standards (SES) as codified in the PPM. It should be noted that while a project board can play a role in addressing or assisting with the compliance and stakeholder response (or grievance) mechanisms put in in place for a given project (as part of their quality assurance and oversight function), this will be in addition to and does not substitute for UNDP's core responsibility to ensure compliance with the SES throughout the project management cycle as part of UNDP's Programming Quality Assurance system.

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The three categories of project board members are the following:

1) **Project Director/Executive(s):** This is an individual(s) who represents ownership of the project and chairs (or co-chairs) the project board. The executive usually is the most senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner), and it must be UNDP for projects that are direct implementation (DIM). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Project board. If the project executive co-chairs the project board with a representative of another category, it typically does so with a development partner representative. The Project Executive is: UNDP Deputy Resident Representative

2) **Beneficiary Representative(s):** This is an individual(s) representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Often representatives from civil society, industry associations, community groups or other government entities benefiting from the project can fulfil this role. If the project has a specific geographic focus, often representatives from the government entities in the targeted area/region will play this role. There can be multiple beneficiary representatives in a project board. The Beneficiary Representative(s) is: PMC Chief Executive Officer.

3) **Development Partner(s):** Individuals representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project[21]. There can be multiple development partners representatives in a project board. The Development Partner(s) representative(s) is: KOICA Deputy Country Director

A **UNDP representative must always be represented in the project board** in either the project executive or development partner role.

Where applicable, representatives from responsible parties to the project cannot sit on the project board as a formal voting member; they can (if requested) attend board meetings as observers. Since the chief responsibility of the Board is to provide high-level oversight of project implementation, to avoid any conflicts of interest, it is not appropriate for representatives of third party entities engaged

[21] With the exception of responsible parties or any firms/entities engaged by the project to provide technical expertise with project funds

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by the project to provide services – whether responsible parties or contractors/service providers – to concurrently sit on the Board. Representatives of responsible parties can attend board meetings (as observers) but can have no official role in board decision-making. The same principle applies to the project manager who in attending and presenting at board meetings, does so in a non-voting capacity.

In cases where the inputs and guidance of responsible parties or other entities formally engaged in providing goods or services to the project are needed by the Board on a recurring basis, it is recommended to establish appropriate advisory or technical committees or working groups composed of those entities that can formally report to the Board, while ensuring the impartiality and integrity of board decisions happening independent of those bodies (see Section V of the ToR).

III. Standard project board Protocols

The project board must meet one time annually at a minimum**.** It is recommended that the timing of board meetings be agreed upon in advance and corresponds to key project reporting or work planning milestones. This project board will meet at least two times annually according to this provisional schedule

project board members cannot receive remuneration from project funds for their participation in the Board. However, it is allowable for board members to be reimbursed from project funds for certain reasonable, qualified expeses related to travel or lodging to attend board meetings. Such protocols are outlined in this ToR and the benefits are applicable to all eligible board members.

All project boards must have rules for quorum and documentation/minuting of board decisions. All board decisions and minutes should be kept by the project management unit and UNDP. Guidelines on decisions taken in between board meetings or virtually should be clearly elaborated in the Terms of Reference (ToR) of the project board.

Unless otherwise specified, project board decisions are made by unanimous consensus. If a consensus cannot be reached within the Board, the final decision shall rest with the UNDP representative on the project board or a UNDP staff member with delegated authority as the programme manager.[22]

It is required that as per internationally recognized professional standards and principles of sound governance, conflicts of interest affecting board members in performing their duties must be formally disclosed if not avoidable. Where a board member has a specific personal conflict of interest with a given matter before the board, he/she must recuse oneself from their participation in a decision. No board member can vote or deliberate on a question in which he/she has a direct personal or pecuniary interest not common to other members of the board.

All board members should be presented with a ToR for the project board, which will include the responsibilities already outlined and indicate agreed board practices and logistics.

IV. Standard Outputs of project board Meetings

In its oversight function, the project board will (at a minimum) review and assess the following project-related evidence at each meeting:

- Assessment of project progress to date against project output indicators (as documented in the project document results framework)
- Approval/review of annual work plans
- Assessment of the relevant Monitoring & Evaluation mechanisms, including all evaluations[23]
- Review and assessment of the Project Risk Log (with updating/amendments as needed)
- Assessment of project spending, based on a review of the combined delivery report

[22] UNDP has this special right since the ultimate legal and fiduciary accountability for a UNDP project, irrespective of modality, rests with UNDP and UNDP must (in line with its obligations to donors and to the Executive Board) be able to ensure that no action is taken by any body in a UNDP project that contravenes UNDP rules and regulations.

[23] Including audit reports and spot checks.

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- Review of required resources versus available funding (if applicabel) and steps taken to reduce funding gap identified at the project design stage

This will be in addition to the review and approval of any required project execution decisions.

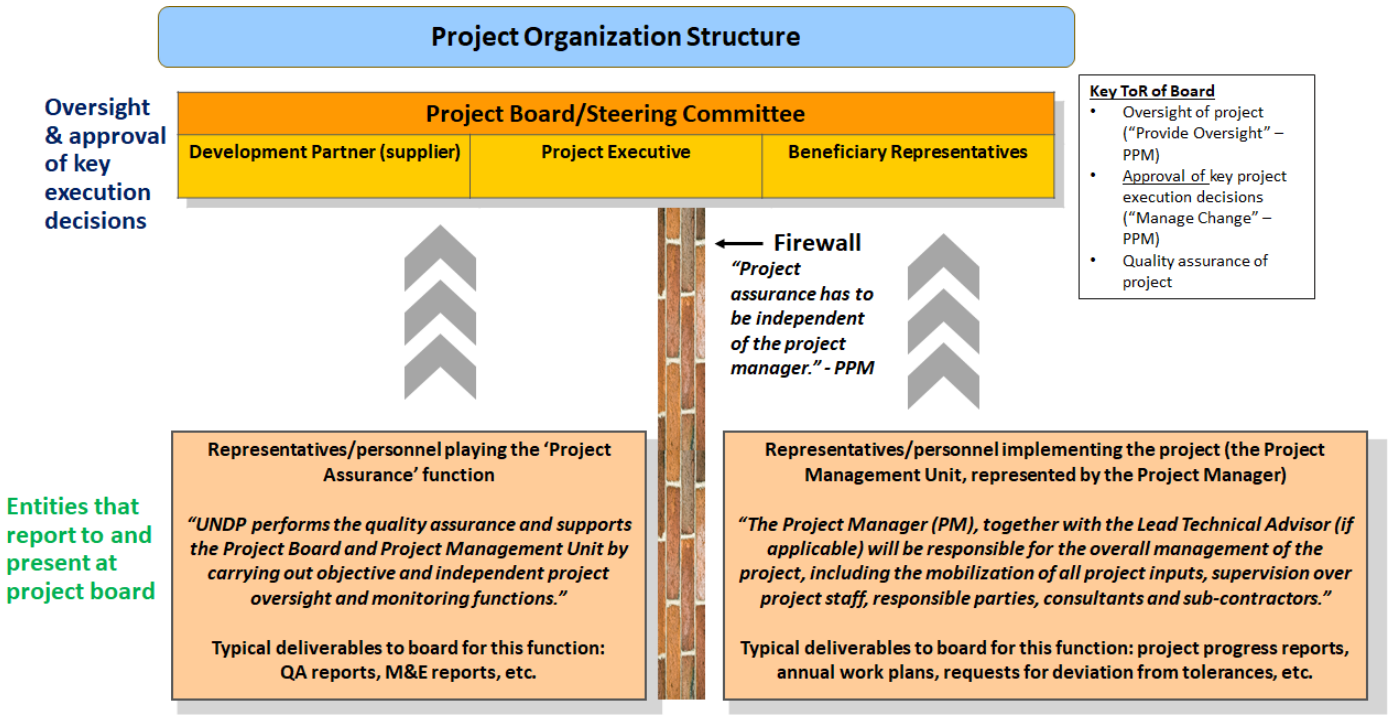
The output of every project board should be a written record (minutes) that captures the agenda and issues discussed and the agreed upon action items and decisions (if applicable). Each report should clearly document the members attending the meeting (as well as all participants in the meeting) and the modality used to agree on a certain action or decision (whether formal voting or no-objection or other mechanism). All records of board meetings should be documented and kept by UNDP in their quality assurance function (see next section).

V. Support Functions to the project board

There are two main entities/functions outside the project board structure whose role is to report to the project board and support board members in effectively fulfilling their roles: project assurance and project management.

The diagram below explains the primary role of these two entities in the context of their support to Board operations. A description of these two entities follows.

Diagram 3 – Standard Figure of Project Organization Structure – Board Support Entities



Project Assurance: Project assurance is the responsibility of each project board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the project board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including applying UNDP's social and environmental management system to ensure the SES are applied through the project cycle. The project board cannot delegate any of its quality assurance responsibilities to the project manager. Project assurance is totally independent of project execution. [In the case where UNDP is also supporting project implementation, protocols should be put in place ensuring proper segregation between UNDP's role in the Board and in the function of project assurance, and any concurrent role in implementation].

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A designated representative of UNDP playing the project assurance role is expected to attend all project board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meetings and provide board members with the required documentation required to perform their duties.

The UNDP representative playing the main project assurance function is: Portfolio Manager

Project Support, this function is often covered by the Project Management Unit: The Project Manager (PM) (also called project coordinator) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the Board for review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk logs.

A designated representative of the PMU is expected to attend all board meetings and present the required progress reports and other documentation needed to support board processes as a non-voting representative.

The primary PMU representative attending board meetings is: Project Manager

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6. **On-Granting Provisions Applicable to the Implementing Partner[24].** On-granting clauses for non-UNDP Implementing Partners can be found here.