UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
Indonesia

Project Title:	**'ACHIEVE'**: **A**ssistan**c**e for En**h**anced **I**nnovation for the Achi**eve**ment of the SDGs in Indonesia
Project Numbers :	00110276
Implementing Partner:	UNDP CO Indonesia
Start Date:	1 January 2020
End Date:	31 December 2024

Brief Description
The year 2020 marked the fifth year of the Sustainable Development Goals (SDG) adoption by 193 member- states of the United Nations. Since its official launched in 2016, Indonesia has been on the front row on the SDG implementation. To Indonesia, "*implementing national development agenda is implementing SDGs*".
Presidential Decree no.59 issued in July 2017 is a guiding policy for the implementation of SDG in Indonesia which mandated 4 important aspects; 1) governance and institutional arrangement; with BAPPENAS as the leading agency – with 4 groups of stakeholders; government and parliament, academics, private sectors and philanthropy, CSO and media, 2) Planning of SDGs; Roadmap and Action Plan, 3) monitoring, evaluation, and reporting and 4) financing of SDGs. Since its issuance, the presidential decree has given the high-level guidance and perceived as a political commitment which ignited interest and encourages active participation from all stakeholders. Such movement has resulted in significant achievement and progress of SDGs in Indonesia, with its governance (dedicated secretariat for SDGs), financing (various blended financing modalities) as well as with the achievement of various goals (particularly 'No poverty', 'Inequality' and several others). The latest achievement of SDGs is reflected in the 2019 Indonesia SDG Volunteer National Review. To date, Indonesia has been regarded as a learning source in the Asia Pacific region as well as globally.
Despite all the achievements, Indonesia still needs to accelerate its SDG achievement leading to 2030. Several issues have been identified as limiting factors, for example: 1) low institutional capacity, 2) insufficient effective program and finance for SDGs, 3) Unreliable data, and 4) limited innovative solutions to SDG challenges.
ACHIEVE project is designed to provide assistance to government of Indonesia in accelerating the process of SDG achievement. Strategized to work with groups of stakeholders, ACHIEVE will engage with the government (BAPPENAS and line ministries), non-state actors and development partners and work in 4 major components: 1) Institutional Strengthening and Policy advocacy, 2) innovative solution for development, 3) capacity building and knowledge sharing, and 4) strategic partnership. In all its work, ACHIEVE will use 'innovation' as the most important enabler, for example the 'SDG Academy Indonesia' an innovative learning and capacity building program. With only *ten years left to 2030*, the need for acceleration to achieve SDG is now more important than ever.
This document outlines the plan for 2020-2024 to **ACHIEVE**: **A**ssistan**c**e for En**h**anced **I**nnovation for Achi**eve**ment of SDGs.

Contributing Outcome (UNDAF/CPD, RPD or GPD):
- UNPDF/CPD 2016-2020 Outcome 2. By 2020, the poor and most vulnerable have better and more equitable access to quality basic social services, including health and education, and to comprehensive social protection and better access to water supply and sanitation.

- CPD 2016-2020 Indicative Outputs:
  - Project Output 1, 2 and 3 (GEN 2) attribute to CPD Output 2.1. Subnational authorities have improved financing, implementation/monitoring of Millennium Development Goals/sustainable development goal acceleration programmes and delivery of basic services (SP Output 1.1.1 - Signature Solution: Poverty)
  - Project Output 4 (GEN 2) attribute to CPD Output 4.4. South-South and triangular cooperation partnerships established and/or strengthened for development solutions (SP Output 1.1.1 - Signature: Poverty)

Total resources required:		$ 5,000,000.00
Total resources allocated:		$ 1,434,922.36
	Australian Gov't:	$ 158,430.43
	Tanoto Foundation:	$ 1,276,491.93
Unfunded:		$ 3,565,077.64

Agreed by

Sophie Kemkhadze

Sophie Kemkhadze
Deputy Resident Representative

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I.   DEVELOPMENT CHALLENGE

The year 2020 marked the fifth year of the Sustainable Development Goals (SDG) adoption by 193 member-states of the United Nations. Since its official launched in 2016, Indonesia has been on the front row on the SDG implementation. To Indonesia, "*implementing national development agenda is implementing SDGs*"[1].

In 2017, the Government of Indonesia (GoI) issued Presidential Decree No. 59/2017 on SDG Implementation. The Decree mandated 1) establishment of *inclusive* SDG Coordination Team – which comprises of the government, parliament, business sectors, philanthropy, academics, experts, civil society organizations and media; 2) development of SDG Roadmap and National Action Plan; and 3) coordination of monitoring, evaluation, and reporting of SDG, and 4) Financing of SDGs. Non-state actors have also been playing important roles. In 2016, business sectors and philanthropy established the 'Philanthropy and Business Platform for SDG'[2], while universities have been focusing on conducting analysis capacity building and knowledge sharing of all stakeholders. To date, 15 SDG Centers have been established at universities across Indonesia. Meanwhile, Indonesia's civil society groups have organized themselves and playing their active role.

To showcase SDG progress, in 2017 and 2019, GoI presented Voluntary National Review (VNR) during the High-Level Political Forum in New York. It highlighted its continued improvement in poverty reduction, inclusiveness in labor market, and equality in Indonesia. However, being a large archipelagic nation, implementing SDG remains a massive task. With more than 10,000 islands, 34 provinces and 514 districts/municipalities, it is essential to take this context into account in scanning the horizon of development challenges in Indonesia.

While GoI had established SDG Secretariat at national level, only several sub-national governments followed suit, despite the fact that SDG Secretariat has a central role to the day-to-day coordination of SDG implementation, development of local action plan, and the integration of SDG into development agenda – *the localizing SDG*. Disparity among local institutions in provinces and districts across the country has been identified as an important factor hindering accelerated achievement of SDGs. On the other hand, SDG progress tracking has been constrained with unready-availability of data. At national level, it is only 35% of SDG data is available at the national bureau of statistics (BPS), while the remaining 65% is scattered across line ministries and agencies. At sub-national level, only a very small number of local governments have developed a dedicated data system to track SDG progress. Overall, Indonesia is yet to to take advantage of the One Data System to coordinate a comprehensive SDG data system.

Beyond planning, budgeting, and decision-making process, recently in 2019, world leaders have called for a **decade of action** to deliver the SDGs by 2030"[3]. It is imperative for Indonesia to step up the game in exploring new ways of accelerating SDG actions. However, this effort might not be as straightforward as capacity of government and other development actors that varied across the nation and the business-as-usual approach still prevails. It is the effort to find innovative solutions to the persistent development challenges that define Indonesia's achievement of SDGs.

To achieve SDG by 2030, Indonesia will need billions of dollars. BAPPENAS estimated that the annual financing gap for SDG will rise from US$10-21 billion in 2020 to US$ 175-355 billion in 2030[4]. At national level, GoI is developing financing strategies to advance revenue mobilization and to unlock innovative non-public finance. At subnational level, in addition to local public budgets, the government has the windows to explore PPPs, corporate CSRs, or ODA-funded projects. However, disparities in access to knowledge, technology, and information has hindered the government from reaching its full potential in SDG financing.

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[1] https://sustainabledevelopment.un.org/memberstates/indonesia

[2] https://www.slideshare.net/UNDPasiapacific/engaging-philanthropy-in-sdgs

[3] https://www.undp.org/content/undp/en/home/stories/decade-of-action.html

[4] Indonesia SDG Snapshot by UNDP Regional Bureau in Asia Pacific and ADB

Since Indonesia's adoption to SDG in 2016, UNDP has been a leading development partner to support GoI in implementation of SDGs. At national level, through our work with BAPPENAS, UNDP supported and facilitated the works mandated by the Presidential Decree – supporting SDG secretariat, facilitating preparation of SDG Roadmap and National Action Plan. UNDP was also the key partner in preparing the SDG VNRs. Through partnership with Ministry of Finance, UNDP helped unlock innovative financing instruments for SDG, for example, the support to issue Green Sukuk in 2017. At sub-national level, UNDP has been providing technical assistance to strengthen inclusive governance, evidence-based policy making, and progress tracking. Spearheading innovative SDG actions have also been UNDP's signature work. More importantly, UNDP unlocked SDG financing streams from non-state actors, such as philanthropy, to fund the works at subnational level. To showcase the successes of UNDP assistance, UNDP has been facilitating knowledge sharing among development actors from various institutions, at sub-national, national and global level.

With only *ten years left to 2030*, the need for acceleration to achieve SDG is now more important than ever. Indonesia needs to push further to tackle the widespread development challenges, and UNDP needs to expand and enrich its effort in providing substantial assistance to GoI. It is against this background that the following Problem Tree is designed.

Diagram 1. Problem Tree
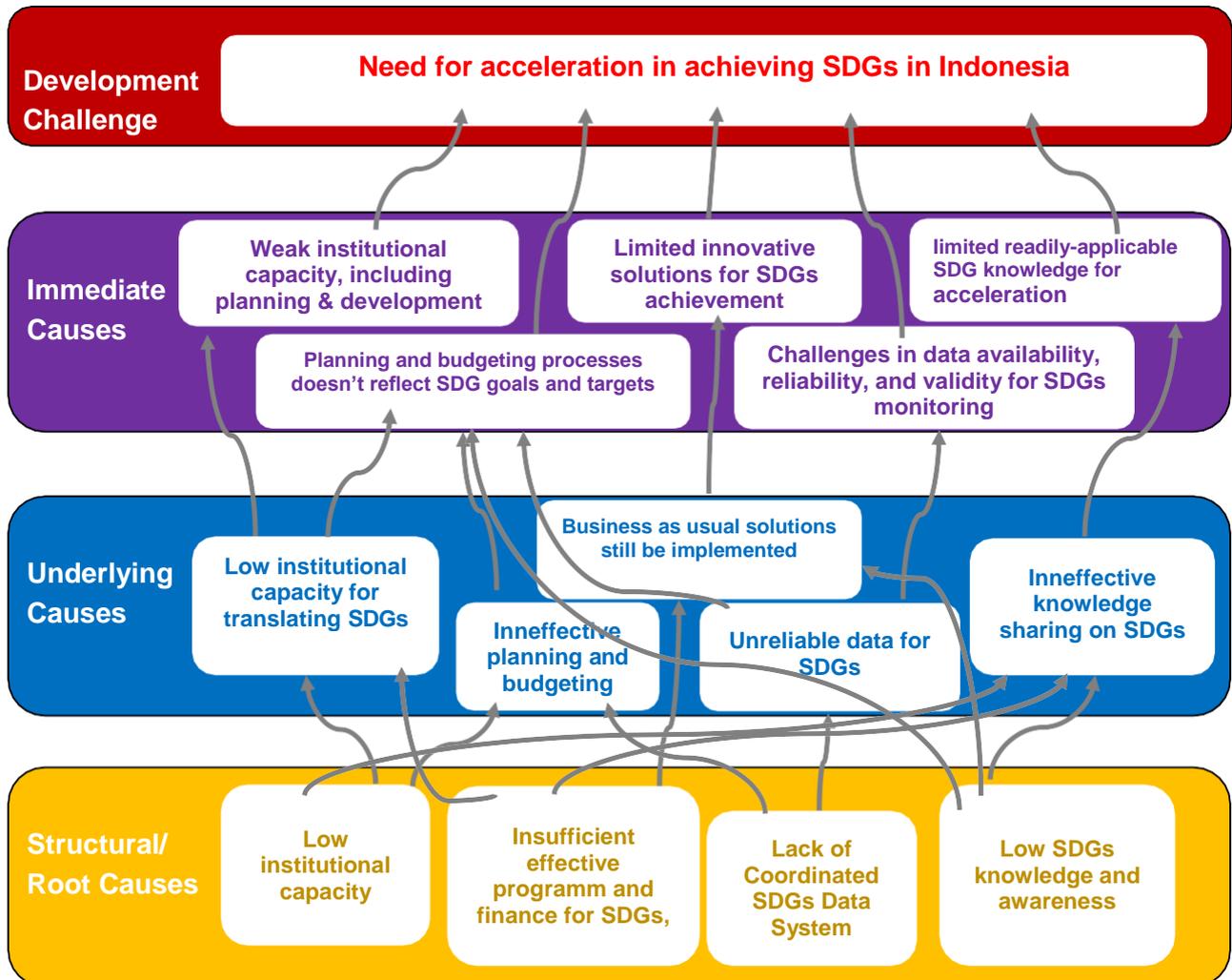
II.   STRATEGY

Achieving Sustainable Development Goals, amid all its challenges - requires an effective approach. ACHIEVE project adopt and modify UNDP corporate approach **MAP – Mainstreaming – Acceleration and Policy Support** approach in the context of Indonesia, by actively engaging participation and effective contribution from all stakeholders, at all level. In the Presidential Decree no 59/2017, government of Indonesia has clearly stated the four SDGs stakeholders; 1) government and parliamentarian, 2) academics and experts, 3) private sectors and philanthropies, and 4) civil society and media, each with their roles and functions. Since the issuance of the presidential decree, each of the stakeholder group with their network has been significantly proactive in organizing themselves in ensuring their contribution. ACHIEVE program uses presidential decree as core policy guidance to explore strategic partnership with all the stakeholders, taken into consideration to each roles and responsibilities, to optimize efforts in accelerating the achievement of SDG in Indonesia.
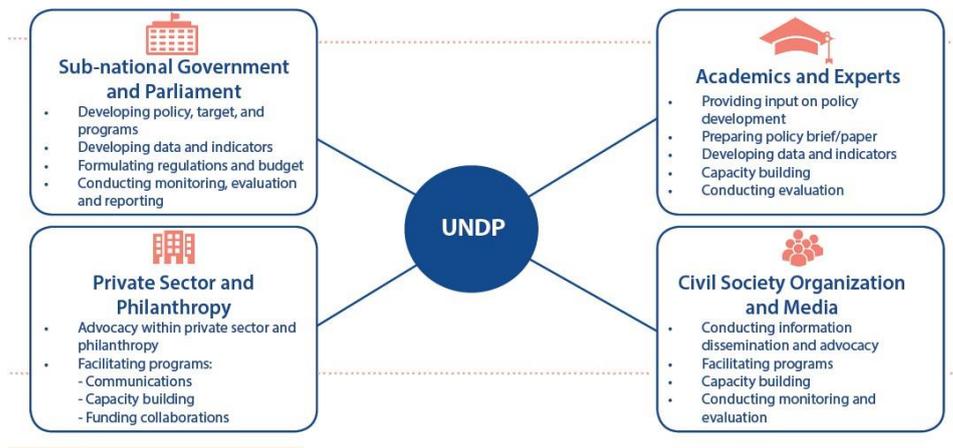

Figure 1. ACHIEVE program strategically working with all stakeholders

2.1 Institutional Strengthening National Government and Parliamentarians

Strong national government institution, with adequate knowledge on SDGs and high capacity for coordination, is critically important to advance SDGs in Indonesia. As such the first strategy for ACHIEVE program is to enhance and strengthen the role of national government. Adhere to the mandate stated by Presidential Degree, the main partner of ACHIEVE is Ministry of National Planning/ BAPPENAS as the coordinator of implementation of SDGs in Indonesia. Aside from BAPPENAS, line ministries to support ACHIEVE program will include ; Ministry of Finance, Ministry of Foreign Affairs, Ministry of Education, Ministry of Village and Disadvantage Region, Ministry of Home Affairs, and National Bureau of Statistics, of which the level of engagement depends on the roles and responsibilities of the institution.

ACHIVE will strengthen the national institutions capacity by supporting the development of policies, the development of guidelines and dissemination, enhancing capacity of human resources at SDGs National Secretariat, facilitating capacity building events, facilitating studies and/or assessment and supporting the participation of Indonesia at regional and global level.

Apart from the executive branch of government, parliament's role in the enactment of legislation, adoption of budgets, and oversight in ensuring accountability for effective implementation of SDGs is critically important. ACHIEVE project will enhance the roles of Indonesia's parliament at national and sub national level.

2.2 Technical Assistance to Sub-national Government

Sub-national government is playing significant roles in the effort to achieve SDGs. The sub- national government is the core of SDGs implementation. A high capacity of sub-national government is necessarily a notable modality for Indonesia in achieving SDGs target by 2030. ACHIEVE project will strengthen the capacities of sub-national government in terms of 1) Institutional strengthening, 2) effective planning and budgeting, 3) Implementation of SDG action plan, 4) monitoring, 5) capacity building and knowledge management. The supports will include

activities of developing SDG Action Plan, the integration of SDGs targets and indicators to RPJMD (at province and district level), the co-creation and pilot the innovative solutions for selected issues, trainings, seminar

,conferences, and the development of provincial data system. ACHIEVE project is currently working closely with 3 provinces and will expand to 3 more provinces in the next 5 years.

2.3 Engaging Academics (Universities and SDG Centres)

As stated and mandated by the Presidential Decree, the role of universities includes to provide input to policy development, capacity building and conduct evaluation. ACHIEVE project has been working with several universities, facilitated the establishment of SDG Centre(s) and engaged several experts for various purposes. With the MoU signed with University of Padjajaran, ACHIEVE has collaboratively conducted an analysis of SDG indicators and projected gap towards 2030. The analysis is beneficial in helping provincial and district government in developing their development plan and need identification for development sectors towards achievement of SDG in 2030. In addition, ACHIEVE has been worked with SDG Centre of Lampung University in conducting capacity buildings events. For the next 5 years, ACHIEVE will engage more universities and plan to facilitate more SDG Centres.

Aside from individual university, ACHIEVE has established 'Network of Indonesia University for SDGs', aiming at enhancing the role of universities and to facilitate knowledge sharing between academia (such as professor and students) and SDG centres across the country. This is an important activity of which ACHIEVE will continue doing for the next 5 years.

2.4 Engaging Private Sectors and Philanthropies

Indonesia's private sectors and philanthropy are among the most active stakeholders towards efforts for Indonesia SDGs achievements. Various groups are established such as Filantropy and Business Indonesia for SDGs, Indonesia Chapters of Business Council for Sustainable Development, and many others. ACHIEVE in close collaboration with these groups is sharing and updating various information which is relevant to SDGs.

ACHIEVE is also engaging specific philanthropy organization(s) and private sectors in implementing relevant activities such as with Tanoto Foundation for various programs, at sub- national (Riau province) and national level. ACHIEVE also engages private sectors and social business in making innovative solution for farmers in Gorontalo Province. For the next 5 years, ACHIEVE will expand its engagement with private sectors and philanthropy to collaboratively work towards achievement of SDGs.

2.5 Innovation as enabler - and the use of Platform approach

Achieving SDGs requires all stakeholders to use innovation as the most important enabler. Business as usual process just will not help anymore. Innovation is necessarily required in all aspects of SDG implementation, such as digital governance, innovation in policy, innovative financing, and the use of technologies in solving the persistent SDG issues. The emerging innovative approach through participatory process of co-creation, system thinking, etc., is notable for SDGs acceleration. ACHIEVE has started applying innovative approach by ensuring community participation for SDGs implementation at village level, such as on Innovative financing model for farmers with Empowered Farmers program in Gorontalo province, and the use of technology for waste management with BASADA program in City of Pekanbaru.

ACHIEVE will continue to spearheading innovative solutions for the achievement of SDGs, and in doing so will work with various partners, including: UNDP Innovative Finance Lab and other UNDP units, Policy Support from UNDP Bangkok Regional Hub, University partners as well as other innovation institutions. ACHIEVE and its partners will take advantage and making use of platform approach, of which partners are gathered together to assess issues and co-create innovative solutions.

SDG Academy Indonesia is one example of Innovative Learning Program developed by UNDP in collaboration with BAPPENAS and Tanoto Foundation. Aiming at enhancing capacity of sub-national government as its main target – together with other stakeholders (including private sectors, philanthropy and media), both at national as well as sub-national level, to facilitate the accelerated process of SDG achievement. SDG Academy Indonesia will offer program that covers from 'governance and policy' innovative solutions, and monitoring and reporting. Three main programs of SDG Academy Indonesia are 1) SDG Certification Program for Leaders, 2) Mobile Learning Program, and 3) Study Abroad. Starting July 2020, SDG Academy Indonesia will accept its first batch of participants.

2.6 ACHIEVE role as integrator of Indonesia CO

UNDP Indonesia as one of the leading development agencies in Indonesia currently have 4 major units; Environment unit, Democratic Governance unit, Innovative Financing unit and Disaster Risk Management unit. While ACHIEVE sits within DGPRU unit, it has a role in bringing together various part of the office regarding aspects of SDGs. As such, ACHIEVE will work with all unit in CO in playing this role, which include: 1) initiate strategic engagement with new partners (new ministry, private sector and universities), 2) consolidate and leverage works of various projects based on sector(s) and/ or by geographical locations.

Diagram 2. Theory of Change of the programme
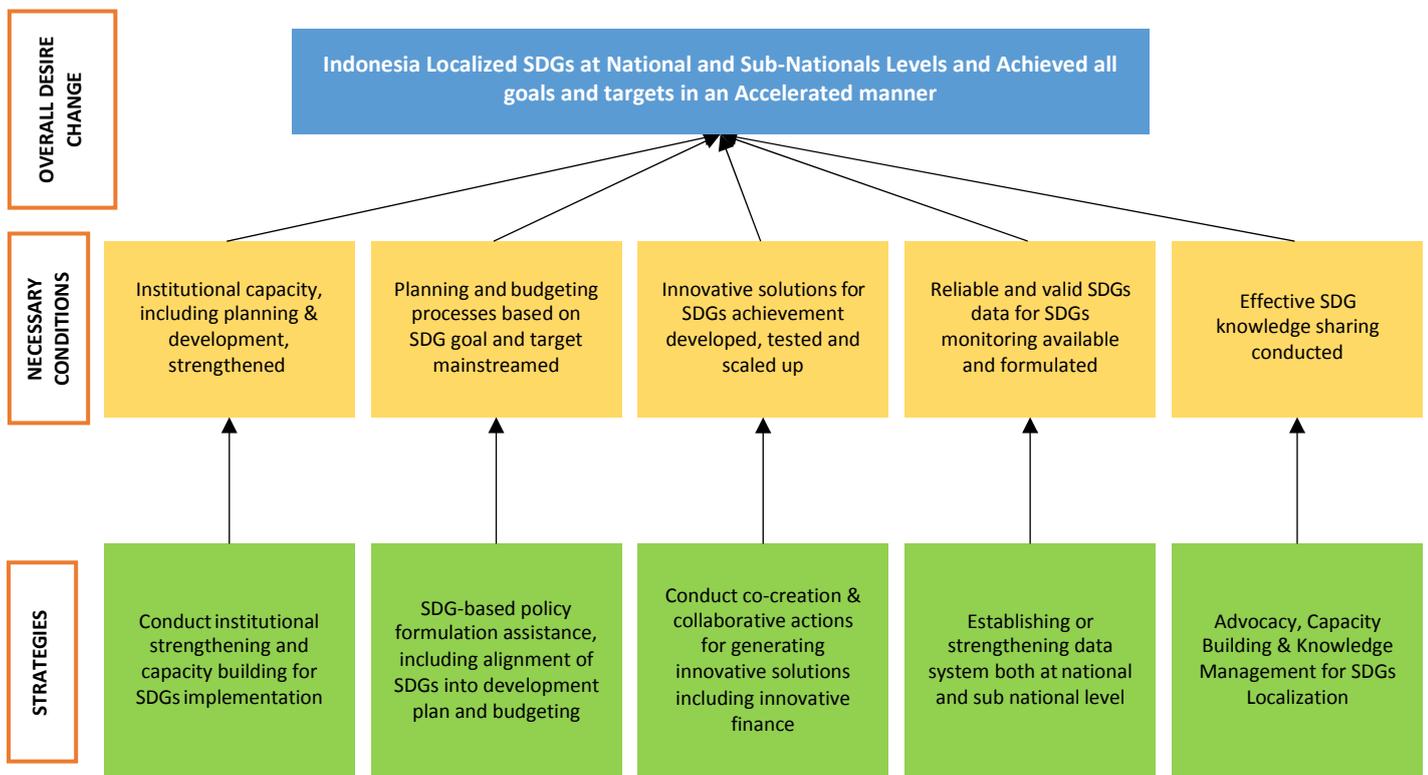
III.   RESULTS AND PARTNERSHIPS

3.1. Expected Results

The ACHIEVE project aims at providing technical assistance and facilitation to accelerate achievement of SDG goals. The activities carried out in this project document will contribute to the achievement of the following outputs:

a. **Output 1: Institutional Strengthening and Policy Advocacy Conducted**
b. **Output 2: SDG Actions, Knowledge Management and Knowledge Sharing Implemented**

c. **Output 3: SDG Academy Indonesia Operationalized**

d. **Output 4: ACHIEVE role as integrator of Indonesia CO Implemented**

a. Output 1: Institutional Strengthening and Policy Advocacy Conducted

Strong institution, policy coherence, effective planning and budgeting based on evidence and reliable data are important necessary conditions for Indonesia to achieve SDGs in 2030, and are to be happening at all level of government.

The 2017 Presidential Decree has stated governance and institutional arrangement of SDG implementation clearly, with dedicated secretariat responsible for the day-to-day work, leading the development of action plan and its implementation and coordinating stakeholders. As of 2019, only selected provinces have established dedicated institution for SDGs, and consequently only selected action plan are developed. Quality of developed Action Plans are also varied significantly. With country as big as Indonesia, disparities among regions and provinces are still high and therefore significant effort is needed and thus ACHIEVE project will focus on assistance towards addressing such issue. ACHIEVE engages universities and expert in providing assistance to government with evidence for policy, planning and budgeting processes, as well as capacity building for institution in general.

While SDG Action Plan is necessary, the more sustainable step is to integrate SDGs targets and goals into local action plan (RPJMN and RPJMD). This requires a tedious exercise typically conducted with the lead of BAPPENAS (at national level) and BAPPEDA (at sub-national level). To ensure accuracy of planning, reliable data system is critically important and given the challenges with data, it is important for ACHIEVE to contribute to the efforts regarding data, through developing and or strengthening the data system both at national and sub-national level.

Starting 2016, UNDP has been working with national government as well as with 3 pilot provinces; Lampung, Riau and Gorontalo regarding institutional strengthening and advocacy, and will continue to expand to at least 3 new provinces in the next 5 years.

The following activity results will contribute to the achievement of this output. Activities and budget are presented in the Work Plan.

Activity Result 1.1:   SDGs Secretariat strengthened on coordination, planning and budgeting, and monitoring, including gender sensitization at national and sub national level.

Activity Result 1.2:   SDGs related research using gender lens conducted, and results published and disseminated.

Activity Result 1.3:   SDGs data system at national and sub-national level developed or strengthened with sex-disaggregated data-basis wherever available.

Activity Result 1.4:   Mainstreaming of SDGs in University conducted.

b. Output 2: SDG Actions, Knowledge Management and Knowledge Sharing Implemented

The 'Decade of Action' calls for accelerating sustainable solutions to the development challenges around the world, including Indonesia. At the heart of this effort is the use of innovation in all aspects including the use of information technology, unlocking new sources of finance, co- create the new modality of service delivery, piloting the innovative solutions and scaling up. Using the platform approach and taking advantage of various new emerging tools such as system thinking, collective analysis and more – ACHIEVE will bring partners together, including women and youth groups in mapping the issues and finding solutions.

Embracing and mainstream innovation as business model requires not only knowledge and skill, but rather the sifting in mindset. Awareness raising, effective learning and successful knowledge management activities will be key to success. As ACHIEVE project piloted various development solution across the country, processes in all steps will be documented well, of which various interesting knowledge product will be developed. Such product will be disseminated widely

through numerous ways, including the use of mainstream as well as social media. ACHIEVE will work closely with Communication Unit of UNDP in development and effective dissemination efforts.

Accelerated process will take place when successful project pilot are shared, replicated in many other places and scale up to the whole country. To facilitate quick and effective learning of successful pilot projects – projects developed and piloted by ACHIEVE as well as project by other partners – ACHIEVE will facilitate knowledge sharing events/ activities across different partners at all level; sub-national, national and even global level. ACHIEVE will collaborate with BAPPENAS as the main coordinator, and will bring various other partners for impactful events.

The following activity results will contribute to the achievement of this output. Activities and budget are presented in the Work Plan.

Activity Result 2.1: "Kawasan SDGs"[5] established through broad consultation with all stakeholders and additional funds mobilized by SDGs Secretariat.

Activity Result 2.2: Knowledge products produced and disseminated including exposure of gender equality targets through various media platforms.

Activity Result 2.3: SDGs related capacity building and advocacy events conducted and/ or facilitated, with equal participation of women and men, at national, regional and global events.

c. Output 3: SDGs Academy Indonesia Operationalized

Low SDG knowledge and awareness, low institutional capacity and ineffective knowledge sharing are among issues identified to hinders accelerated achievement of SDGs. Disparity of capacity among sub-national government is considered high, with local government at district level being the most challenging group, despite the fact that they are at the front line of SDG implementation. As such, innovative and effective learning approach is needed, both for government and for non-state SDG actors.

UNDP through ACHIEVE project has established SDG Academy Indonesia; a capacity building program, aiming at increasing Indonesia's stakeholders in localizing the SDGs, offering materials including: governance and policy, innovative solution on specific goals, and monitoring and reporting of the SDGs. Member of the SDG Academy Indonesia must demonstrate gender responsiveness and participate in gender-sensitive training. Launched in November 2019, during SDG Annual Conference, SDG Academy Indonesia will continue with all the preparation to be able to receive its first batch of participants in the third quarter of 2020.

The following activity results will be achieved under this output. Activities and budgets are detailed in the Work Plan.

Activity Result 3.1: SDGs Academy Indonesia curriculum developed.

Activity Result 3.2: SDGs Academy Indonesia venue arranged and facilities made available.

Activity Result 3.3: SDGs Academy Indonesia Learning Management System developed.

Activity Result 3.4: All 3 programs Leadership certification, Mobile learning and Study abroad, and other SDG related talks/seminars/conferences implemented and conducted.

d. Output 4: ACHIEVE role as integrator of Indonesia CO implemented

As a project focusing on various aspect of localizing of SDGs, ACHIEVE project can play an integrator role in the country office in several ways; for example, consolidate SDGs related materials of all project, or providing SDGs perspective to initiatives, etc. For the coming 5 years, the following activities will be implemented to contribute to this output.

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[5] Kawasan SDGs is a selected area where advocacy with government is done to identify areas that are lagging behind in specific indicators to find innovative solution towardsz the specific issue.

Activity Result 4.1:	Strategic engagement with new partners initiated by leveraging various internal resources.
Activity Result 4.2:	Similar program and projects in the same geographical locations or similar sectors are consolidated and leveraged for a new program/ initiative.

3.2. Resources Required to Achieve the Expected Results

Total resources required is US$ 5,000,000 which have been mobilized through Australian Government: US$158,430, Tanoto Foundation: US$1,276,491.93 and unfunded: US$ 3,565,077.64.

3.3. Partnerships

This project will be jointly implemented in collaboration with (1) Government & Parliament (Bappenas RI; Related Indonesian Ministries; several provincial government and parliaments, (2) Private Sectors and Philanthropy (3) Academic and Experts (4) CSO, media, and community. Many activities under the project will be implemented for and with direct participation of the SDGs stakeholders and in close partnership with the local leaders and district level government.

3.4. Risks and Assumptions

Description of risks and negative externalities	Impact Probability	Proposed mitigation measures	Responsible organization(s)
The centralized coordination system and the dominant political activity might weaken the government commitment and awareness.	Probability=Medium Impact=High	Establish a solid coordination system internally in SDGs secretariat team within the government bodies and externally with the SDGs coordination team	All participating United Nations agencies and SDGs stakeholder pillars
The General Election for several Provinces and Districts which will take place in 2020. There is a risk of tension between communities in the sub-national level.	Probability= High Impact=Medium	Activities should be conducted in a manner that government counterparts are well informed and involved. Every effort should be made to make it clear that the United Nations is neutral and impartial.	All participating United Nations agencies
There is a risk that results produced by the project will not be sustained beyond the project lifetime and/or they may not be scaled up further.	Probability= Low Impact=Medium	The programme will communicate results and engage stakeholders during all stages of implementation. Demonstrating the value of the project should strengthen the SDG stakeholder pillars to continue post-project implementation.	All participating United Nations agencies and SDGs stakeholder pillars
Insufficient support from strategic partners and/or a lack of participation in the proposed multi-stakeholders coordination mechanism. This would threaten implementation because the multi-faceted nature of the programme requires a broad range of partners and stakeholders.	Probability= low Impact=Medium	From the initiation stage, consultations were conducted with key stakeholders to increase their understanding of the project and establish networks of collaboration. The key stakeholders will meet on a regular basis so all organizations are aware of the progress of the programme and can contribute.	All participating United Nations agencies and SDGs stakeholder pillars
Low capacity of local strategic partners (Government, Private sectors, Civil societies organizations, academics / expert, media, and community) in project implementation. Low capacity would hinder project implementation due to poor decision-making and project support.	Probability= Low Impact=Medium	Programme activities include capacity building for these partners to address this risk. In addition, United Nations agencies will perform mentoring functions and provide targeted, informal advice in areas of particular strategic importance.	All participating United Nations agencies

Lack of SDGs stakeholder coordination team commitment in SDGs implementation, especially government that might see SDGs as a new thing and add more tasks to them.	Probability= Medium Impact=High	The development of the programme and its design involve multiple measures to promote government ownership and understanding. All proposed activities are informed by the best available expertise, facilitated by experts in such a way that stakeholders discuss and come to consensus agreements themselves. This approach helps strengthen the ownership and legitimacy of the decisions reached in stakeholder consultations and workshops.	All participating United Nations agencies
Irrelevant proposed learning system for SDG Academy Indonesia program.	Probability= Low Impact=Medium	Discuss with the potential users during establishing the learning system.	All participating United Nations agencies
COVID-19 pandemic which have an uncertain timeframe on when this pandemic would end. This pandemic cause large-scale social distancing policy in several partner regions of this program and may affect the whole operation.	Probability= High Impact=High	Activities should be conducted in a manner that government counterparts are well informed and involved in every progress of this program.	All participating United Nations agencies

3.5. Stakeholder Engagement

At national level, UNDP Indonesia will establish a close partnership with (1) Government & Parliament (Bappenas RI, Kemendagri RI, and Related Indonesian Ministries) (2) Private Sector and Philanthropy (Tanoto Foundation) (3) Academic and Expert (4) CSO, media, and community. Bappenas RI will be the key counterpart in localizing SDGs at national level. Academic, CSO, media, and community are all important partners. Stakeholders at sub-national will be engaged in similar manner, with BAPPEDA as main counterpart.

3.6. South-South and Triangular Cooperation (SSC/TrC)

For the last 5 years, Indonesia has made significant progress in various aspects to localize SDGs, both at national and sub-national levels, and has accumulated valuable knowledge and experience. Such knowledge and experience can be significantly useful for other countries to learn from Indonesia, both countries in the Asia Pacific regions, as well as other countries in other regions.

As part of Indonesia foreign policy, Indonesia will take an active participation in the South- South and Triangular Cooperation. ACHIEVE project will facilitate this process through activities planned in several Outputs, particularly, Output 1 and 2. This will be done through collaboration with the SSTC unit in UNDP, as well as direct collaboration with BAPPENAS, Ministry of Foreign Affairs and through link to other UNDP Country Offices and regional hubs.

3.7. Knowledge

Strong knowledge management is essential for this project. In order to promote SDGs implementation and to highlight the country's specific initiatives, a significant effort will be out into knowledge management (especially in output 1 and 2). Several knowledge product will be developed including video, thematic brochure/leaflet, thematic infographic, presentations, online articles, and policy brief. National and regional workshop/conferences will be conducted as a platform for knowledge exchange and dissemination of the programme.

To enhance the capacity of SDGs stakeholders in implementing SDGs both at national and sub-national level, ACHIEVE project provide an innovative and comprehensive learning opportunities through SDG Academy Indonesia. It is anticipated to be an effective platform for various SSTC in the future.

3.8. Sustainability and Scaling Up

Making impact at scale is the ultimate goal of ACHIEVE project, and thus, the best practices and lessons learned from SDGs implementation in the pilot locations, will be advocated for its replication across other regions in Indonesia.

Strategy in ensuring sustainability and scaling up started early in co-creation process, collective analysis and collaborative management of the project between ACHIEVE team and government partners. ACHIEVE project will use the platform approach in bringing together all stakeholders in identifying issues and co-create solutions, a process in which ACHIEVE will play a convening role, while government will take the leading role, aiming at resulting in innovative solutions to challenges faced by the government in achieving SDGs (Output 2), Budget advocacy is another steps necessary for ensuring sustainability of an intervention, and ACHIEVE is planning that in Output 1.

Scaling up (or replication of the piloted initiative) is not necessary the role of ACHIEVE, but rather the role of other partners (private sector and/or philanthropies) or government, both at national and sub-national level. However, ACHIEVE project will provide assistance to facilitate the process, by 1) co-create innovative solutions, develop knowledge product to disseminate information about the project, and facilitate knowledge sharing events to showcase the results (Output2) 2) Advocate an effective planning of national and sub-national government (Output 1), and 3) initiate strategic engagement with new partners that potentially interested in replicating and or scaling up the successful work (Output 4).

Within the next 5 years, ACHIEVE will advocate the successful work that had been done from 2016-2019, and will continue the whole cycle for new initiatives, towards making impact at scale and achievement of SDG in Indonesia.

IV.   PROJECT MANAGEMENT

4.1. Cost Efficiency and Effectiveness

UNDP will ensure efficiency and value for money by using competitive processes to select contractors, NGOs and consultants. UNDP engages consultants for implementation of the activities. Before engaging a consultant, UNDP conducts a capacity assessment through a specialized audit and advisory firm, that evaluates the operational capacity of the organization/personnel. Based on the risk assessment, UNDP finalizes its strategy to engage with the consultant. Also, by leveraging activities and partnerships with other UNDP's projects, this project will aim to deliver the results in the most efficient and effective manner.

4.2. Project Management

The project will be implemented under the framework of the UNDP Country Programme Document (CPD) 2020 – 2024 by applying the **Direct Implementation Modality (DIM)**, where UNDP will implement the project directly, to secure the timely implementation of this project in the given five-year timeframe. This project complies with policies, procedures and practices of the United Nations Security Management System (UNSMS), and as such, is consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability through application of the UNDP Social and Environmental Standards. UNDP will supervise and support the implementation of the project with the close involvement of senior management, as well as dedicated support. With regard to reporting, UNDP Indonesia will provide periodical reports.

V.   RESULTS FRAMEWORK[6]

Intended Outcome as stated in the UNPDF/Country [or Global/Regional] Programme Results and Resource Framework:

- UNPDF/CPD 2016-2020 Outcome 2. By 2020, the poor and most vulnerable have better and more equitable access to quality basic social services, including health and education, and to comprehensive social protection and better access to water supply and sanitation.

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

- Indicator-2.1: Human Development Index, Baseline (2013): 73.81, Target: 76.3;
- Indicator-2.2: Gender Development Index, Baseline (2013): 69.6, Target: 71.9
- Indicator-2.3: National poverty rate, Baseline (2014): 10.96%, Target: 8%
- Indicator-2.4: % of the population registered in the Social Health Insurance scheme, disaggregated by sex, Baseline (2014): 51.84%, Target: 95%
- Indicator-2.5: Percentage of provincial governments that have scored B (= good, 65%-75%) or above in the Government Institution Performance Accountability Report ('LAKIP'), Baseline (2013): 30.3%, Target: 75%

Applicable Output(s) from the UNDP Strategic Plan:
• Project Output 1, 2, and attribute to CPD Output 2.1. Vulnerable groups supported to build productive capacities and to benefit from sustainable livelihoods (SP Output 1.1.2)
• Project Output 4 attribute to CPD Output 4.4. Partnerships strengthened for innovative and inclusive South-South and triangular cooperation (SP Output 1.1.1)

Project title and Atlas Project Number: 00110276

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (Annual)					DATA COLLECTION METHODS & RISKS
			Value	Year	2020	2021	2022	2023	2024	
Output 1 **Institutional Strengthening and Policy Advocacy Conducted**	*1.1 Number of SDGs Secretariat strengthened, on coordination, planning and budgeting, and monitoring, including gender sensitization at national and sub-national level*	*UNDP*	*4*	*2019*	*N/A*	*1*	*2*	*2*	*2*	*Data collection methods: Attendance list, KPI, on-site observation, and documentation.* *Target is not accumulative annually.* *Risk : Not capturing the accurate gender data and ineffective KPI calculation*
	1.2 Number of SDGs related research using gender lens conducted, and results published and disseminated	*UNDP*	*6*	*2019*	*1*	*3*	*3*	*2*	*2*	*Data collection method: Official government documents.*

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (Annual)					DATA COLLECTION METHODS & RISKS
			Value	Year	2020	2021	2022	2023	2024	
										Disaggregated by: gender. *Risk: Data availability, reliability, and validity annually.*
	1.3 Number of SDGs data system at national and sub-National level developed or strengthened, sex-disaggregated data system will be applied, wherever available	*UNDP*	*2*	*2019*	*1*	*2*	*2*	*1*	*1*	*Data collection method: Official government documents.* *Target is not accumulative annually.* *Disaggregated by: Gender.* *Risk: Data availability, reliability, and validity*
	1.4 Number of universities adopted SDGs mainstreaming	*UNDP*	*1*	*2019*	*1*	*3*	*4*	*5*	*10*	*Data collection methods: Attendance list, KPI, on-site observation, and documentation.* *Target is not accumulative annually.* *Risk : Lack of capacity of the university personnel*
Output 2 **SDG Actions, Knowledge Management and Knowledge Sharing Implemented**	2.1 Number of "*Kawasan SDGs*" established through broad consultation with all stakeholders and additional funds mobilized by SDGs Secretariat.	*UNDP*	*2*	*2019*	*2*	*2*	*2*	*2*	*3*	*Data collection method: Official government documents.* *Disaggregated by: gender.* *Risk: Data availability, reliability, and validity*
	2.2 Number of innovative solutions in Kawasan SDG adopted and replicated by other partner/ LGs/ministries	*UNDP*	*N/A*	*2019*	*1*	*1*	*2*	*2*	*3*	*Data collection method: Official government documents.* *Disaggregated by: gender.* *Risk: Data availability, reliability, and validity*
	2.3 Number of Knowledge products produced and	*UNDP*	*4*	*2019*	*2*	*4*	*4*	*4*	*4*	*Data collection method: Official government*

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EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (Annual)					DATA COLLECTION METHODS & RISKS
			Value	Year	2020	2021	2022	2023	2024	
	disseminated including exposure of gender equality targets									*documents.* *Risk: Data availability, reliability, and validity*
	2.4 Number of estimated people reached through knowledge products dissemination	*UNDP*	*N/A*	*2019*	*500*	*1500*	*2000*	*2000*	*2000*	*Data collection method: Official government documents.* *Risk: Data availability, reliability, and validity*
	2.5 Number of SDGs related capacity building and advocacy events conducted and/ or facilitated at national, regional and global level (at least 50% participants are women)	*UNDP*	*5*	*2019*	*3*	*5*	*5*	*5*	*5*	*Data collection method: Attendance list, notes.* *Risk: Total of attendants are not as expected*
	2.6 Number of agencies/ populations advocated	*UNDP*	*N/A*	*2019*	*500*	*1000*	*2000*	*1000*	*5000*	*Data collection method: Attendance list, notes.* *Risk: Total of attendants are not as expected*
	2.7 Percentage increase in capacity of participant from previous activities	*UNDP*	*N/A*	*2019*	*30%*	*30%*	*30%*	*30%*	*30%*	*Before and after tests.*
Output 3: **SDGs Academy Indonesia Operationalized**	*3.1 Number of Curriculum for SDGs Academy Indonesia completely developed per goals*	*UNDP*	*N/A*	*2019*	*2*	*4*	*2*	*2*	*2*	*Data collection method: Depth analysis on the comparison between curriculum structure and program education outcome.* *Risk: Curriculum is not fulfil the program education outcome*
	3.2 SDGs Academy Indonesia Campus and its facilities arranged and available according to agreed standard between UNDP-TF	*UNDP*	*N/A*	*2019*	*1*	*1*	*1*	*1*	*1*	*Data collection method: Depth analysis on the comparison between curriculum structure and program education outcome; List of installed hardware and software* *Risk: Low quality of the facilities*

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (Annual)					DATA COLLECTION METHODS & RISKS
			Value	Year	2020	2021	2022	2023	2024	
	3.3 SDGs Academy Indonesia Learning Management System developed and functions	*UNDP*	*N/A*	*2019*	*1*	*1*	*1*	*1*	*1*	*Data collection method: List of installed software and documentation.* *Risk: Bugs and errors in the software*
	3.4 Total number of programs sessions, talks/seminars/conferences implemented and conducted	*UNDP*	*N/A*	*2019*	*12*	*20*	*30*	*40*	*50*	*Data collection method: Attendance list and program result, output, outcome, and feedback evaluation. Risk: The implementation is not as expected*
	3.5 Number of certified participants	*UNDP*	*N/A*	*2019*	*1000*	*2000*	*5000*	*10000*	*25000*	*Registration, participation and evaluation completion*
	3.6 Increased percentage of women certified participants	*UNDP*	*N/A*	*2019*	*20*	*30*	*40*	*50*	*50*	*Registration, participation and completion of evaluation database*
	3.7 Total number of participants of all programs offered	*UNDP*	*N/A*	*2019*	*2000*	*4000*	*10000*	*20000*	*10000*	*Registration, participation and completion of evaluation database*
Output 4: Integrator of CO SDG efforts and UN Agencies Implemented	*4.1 Number of new strategic engagement initiated*	*UNDP*	*N/A*	*2019*	*1*	*2*	*2*	*1*	*2*	*Data collection method: MoU and CSA with new partners*
	4.2 Number of new initiatives in same locations or similar sector developed by leveraging various part of the office	*UNDP*	*N/A*	*2019*	*1*	*2*	*2*	*2*	*3*	*Data collection method: Consolidated plan for specific geographical area and it SDGs targets, AND* *Result framework of new initiatives leveraging various part of the office*

VI.   MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

6.1. Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Monthly meeting with SDG Secretariat	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	Every first week of the month	Relevant lessons are captured by the project team and used to inform management decisions.		
Monitoring plan	Progress data against the results indicators in the Results and Resources Framework will be collected and analyzed to assess the progress of the project in achieving the agreed outputs. 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	6 monthly	- Developed by the project team and the project manager with clearance from project assurance actor - Slower than expected progress will be addressed by project management - Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance		
Work Plan	Detailed activities and budget plan in implementing and executing every needed actions for the program	At the beginning of action	- Produced by the project team and the project manager, and approved by project assurance actors - Each activities are evaluated based on the work plan timeline		

Risk, issues, and quality logs	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.	Annually	- Created and updated by the project team with clearance by the project manager - 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		
Quarterly reports	A quarterly 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, any evaluation or review reports prepared over the period, and future plan for the program.	Quarterly	- Developed by the project manager and the project team, approved by project assurance actors - Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance		
Final report	A final 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.	At the end of the project	- Produced by the project assurance team in consultation with the project manager and the project team - Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance		

VII. MULTI-YEAR WORK PLAN [67]

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned budget by year					Responsible party	Funding Soure	Planned budget	
		2020	2021	2022	2023	2024			Budget Description	Amount
Output 1: **Institutional Strengthening and Policy Advocacy Conducted**	1.1 Strengthening SDGs Secretariat on coordination, planning and budgeting, and monitoring, including gender sensitization at national and sub national level	119,694.85	27,000	42,566.67	42,566.67	42,566.67	UNDP	TF, DFAT	Workshop, Travel	274,394.86
	1.2 Conducting and disseminating SDG-related research based using gender views	66,996.33	66,996.33		66,996.33		UNDP	TF	Contractual services	200,989.00
	1.3 Developing and strengthening SDGs data system at National and Sub-National Level with sex-disaggregated data-basis wherever available	120,378.50	120,378.50				UNDP	TF	Contractual services Workshop Travel	240,757.00
	1.4 Mainstreaming of SDGs in University	20,700	20,700	20,700	20,700	20,700	UNDP	TF	Workshop Travel	103,500.00
	Sub-Total for Output 1	**327,769.68**	**235,074.83**	**63,266.67**	**130,263.00**	**63,266.67**				**819,640.84**
Output 2: **SDG Actions, Knowledge Management and Knowledge Sharing Implemented**	2.1 Establishing Kawasan SDGs through broad consultation with all stakeholders and mobilizing additional funds by SDGs Secretariat		143,200		231,285		UNDP	TF	Contractual Services Workshop Travel	374,485.00
	2.2 Producing and disseminating knowledge product, including exposure of gender equality targets through various media platforms	100,414	59,200	59,200	54,250	54,250	UNDP	TF	Workshop Travel	327,314.00

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[6] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32
[7] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned budget by year | | | | | Responsible party | Funding Source | Planned budget | |
		2020	2021	2022	2023	2024			Budget Description	Amount
	2.3 Conducting or co-organizing SDGs related capacity building and advocacy events, with equal participation of women and men – at national, regional and global level	133,900	105,000	102,000			UNDP	TF	Workshop Travel	340,900.00
	Sub-Total for Output 2	**234,314,00**	**307,400.00**	**161,200.00**	**285,535.00**	**54,250.00**				**1,042,699.00**
Output 3: SDGs Academy Indonesia Operationalized	3.1 Developing SDGs Academy Indonesia curriculum and other learning materials	344,800	39,250.30	39,250.30	39,250.30	39,250.30	UNDP	TF	Contractual Services	501,801.21
	3.2 Arranging and procuring SDGs Academy Indonesia venue, its facilities and human resources	579,500		170,950	136,126.97		UNDP	TF UNDP	Contractual Services	886,576.97
	3.3 Developing SDGs Academy Indonesia Learning Management System	294,400	151,423.84				UNDP	TF	Goods procurement	445,823.84
	3.4 Implementing all 3 main programs: Leadership certification, Mobile learning and Study abroad, and other SDG related talks/seminars/conferences		434,900					TF	Workshop Travel	434,900
	Sub-Total for Output 3	**1,218,700**	**625,574.14**	**210,200.30**	**175,377.27**	**39,250.30**				**2,269,102.02**
Output 4: Integrator of CO SDG efforts and UN Agencies Implemented	4.1 Initiating strategic engagement with new partners	60,880	60,880	60,880	60,880	60,880	UNDP	TF	Workshop Travel	304,400
	4.2 Consolidating similar program and projects in the same geographical locations, or develop new initiative by leveraging various internal resources	38,757.57	38,757.55	38,757.55	38,757.55	38,757.55	UNDP	TF	Workshop Travel	193,787.77
	Sub-Total for Output 4	**99,637.57**	**99,637.55**	**99,637.55**	**99,637.55**	**99,637.55**				**498,187.77**
General Management Support (8%)	*DFAT (8%)*									11,735.59
	TF (8%)									358,634.78
TOTAL										**5,000,000.00**

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

As the continuation from the project initiation phase, this project will be managed directly by UNDP. The management arrangements outlined below is intended to ensure that the project is set up appropriately to deliver results effectively and efficiently, with proper substantive and financial oversight. After the project document is signed, the Project Board will be responsible for the strategic direction of the project and oversee the execution of the project and its activities.

Diagram 3. Project Organization Structure
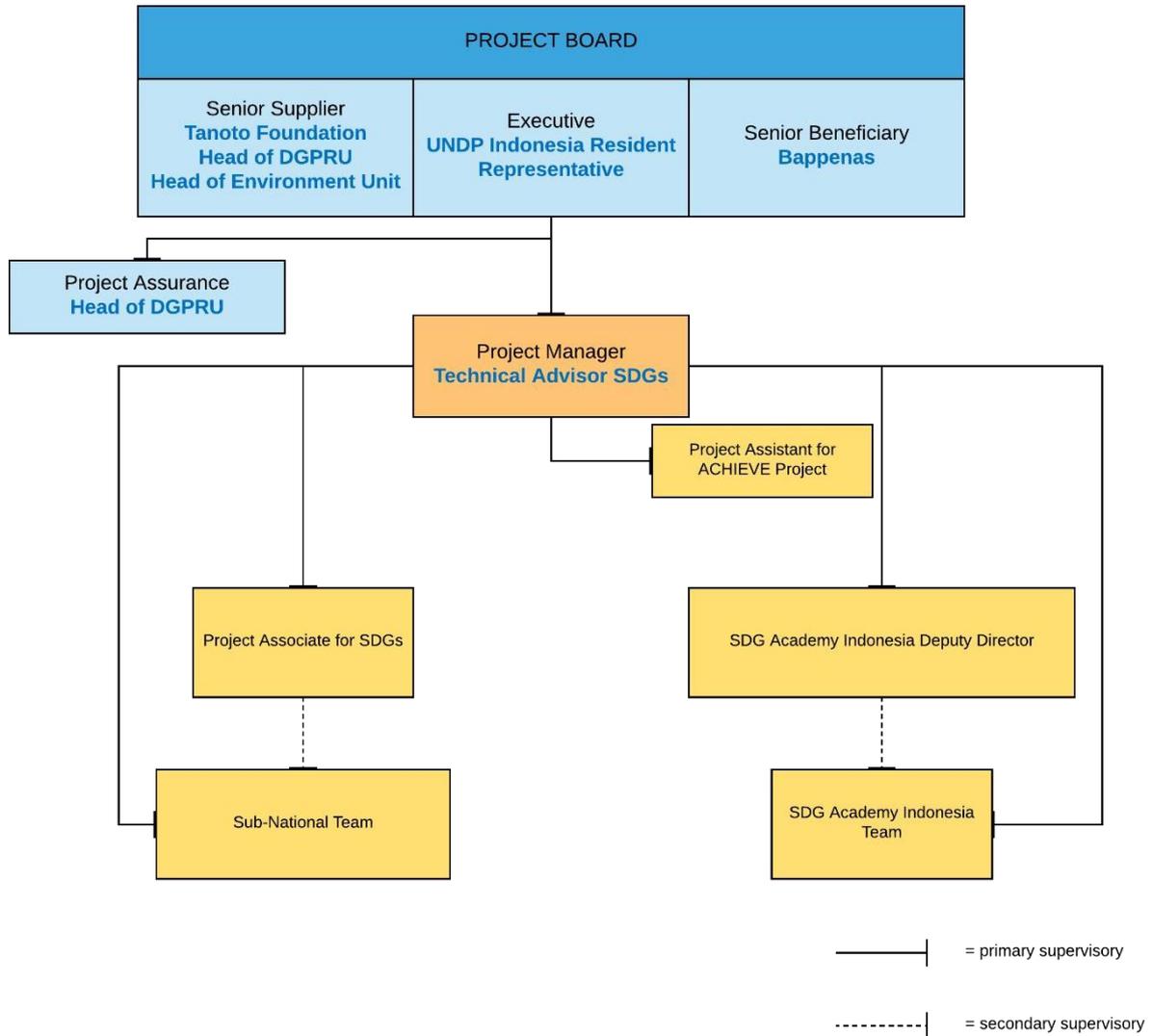
Project Board

The Project Board consists of Senior Beneficiaries, the Executive and Senior Suppiler.

Senior Beneficiary is 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 Beneficiaries shall be relevant ministries/agencies working on the issues identified. Bappenas, Ministry of National Education, and relevant line ministries shall be the Senior Beneficiaries.

The Executive is an individual representing the project ownership to chair the group. The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its

objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier. The Executive shall be the Resident Representative of UNDP Indonesia.

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

The Board ensures that required resources are committed, arbitrates conflicts within the project and negotiates with external bodies when issues arise. Additionally, the Board will:

- Review and approve any substantive revisions of the project;
- Exercise responsibility, provide oversight, guidance and suggestions to the work of the project management team
- Review the progress of the project document, and
- Review and endorse the annual work plan and monitoring plan of the project.

The decisions of the Project Board will be made in accordance to the standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effectiveness.

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

Project Assurance

Project Assurance is the responsibility of each Project Board member, however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. Project Assurance shall be Head of DGPRU.

Project Assurance will involve the following activities:

- Ensure project plans are developed according to UNDP standards and that management procedures are properly followed;
- Ensure project outputs definitions and activity definition (as appropriate) have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure Project Board's recommendations are followed, and revisions are managed in line with the required procedures.

Project Manager

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Project Assistant

The Project Assistant role provides project's overall administration support, such as travel arrangements, financial reporting to project manager, and procurement of goods and consultants, recruitments of additional staff(s), authorization of payments, and disbursements of funds. The Project Assistant will support strategic partnership, communication and support to the implementation of resource mobilization.

Project Associate for SDGs

Project Associate for SDG will mainly provide technical support to lead coordination and provide follow-up given by Project Manager related to SDG-related works in sub-national. Sub-national team will implement the work in their respective area according to direction and guidance by Project Manager and Project Associate.

SDG Academy Indonesia team

SDG Academy Indonesia Deputy Director will mainly provide technical support to lead coordination and provide follow-up actions given by Project manager related to SDG Academy Indonesia. SDG Academy Deputy Director will also work with other Project Board members to facilitate technicalities amongst Project Boards. SDG Academy Indonesia Team will implement the work in the SDG Academy Indonesia according to the direction and guidance by Project Manager and SDG Academy Indonesia Deputy Director.

IX.   LEGAL CONTEXT

The project document shall be the instrument envisaged and defined in the Supplemental Provisions to the Project Document, attached hereto and forming an integral part hereof, as "the Project Document".

This project will be implemented by UNDP CO Indonesia ("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] [UNDP funds received pursuant to the Project Document] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. 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 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. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.

d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

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

f. 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.

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

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

h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of 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 or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

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

i. 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.

j.   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.

k.   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.

XI.   ANNEXES

- Annex 1. Project Quality Assurance Report

- Annex 2. Social and Environmental Screening

- Annex 3. Risk Analysis.

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

- Annex 4. Steering Committee Terms of Reference and TORs of key management positions

- Annex 5. Supplemental Provisions to the Project Document: The Legal Context

Annex 1. Project Quality Assurance Report

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

OVERALL PROJECT

HIGHLY SATISFACTORY (4)
◉◉◉◉○

All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.

DECISION

APPROVE – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner.

RATING CRITERIA
For all questions, select the option that best reflects the project

STRATEGIC

		3	**2**
1. **Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?**		1	
		Evidence	

- **3:** The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.
- **2:** The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.
- **1:** The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.

Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.

Evidence: All outputs and activities are link to ToC.

		3	2
2. **Is the project aligned with the UNDP Strategic Plan?**		1	
		Evidence	

- **3:** The project responds to at least one of the development settings as specified in the Strategic Plan[8] and adapts at least one Signature Solution[9]. The project's RRF includes all the relevant SP output indicators. *(all must be true)*
- **2:** The project responds to at least one of the development settings as specified in the Strategic Plan[9]. The project's RRF includes at least one SP output indicator, if relevant. *(both must be true)*
- **1:** The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

Evidence: The ACHIEVE project responds to Outcome 2 of the 2018 -2021 Strategic Plan: Accelerate Structural Transformation for Sustainable Development Goals, and adapts 2 of the 6 signature solutions: 1) Strengthen effective, inclusive and accountable governance, and 2) Strengthen gender equality and the empowerment of women and girls.

ACHIEVE has identified various development challenge related with lack of effective governance, ineffective planning and budgeting and lack of data as main challenges, reflected in this problem tree, resulting in need for acceleration of achievement of SDGs as main development challenge.
Output 1: Institutional Strengthening and Advocacy is example of how ACHIEVE ways in addressing the

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[8] The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

[9] The six Signature Solutions of UNDP's 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment of women and girls.

challenge by various activities including: research to support evidence-based policy, capacity building, and strengthening data system. Gender equality is mainstreamed across the project outcome and outputs, and well captured in some indicators, for example: Indicator 1.2 Number of SDGs related research using gender lens conducted, and results published and disseminated. Indicator 1.3 Number of Knowledge Products produced and disseminated including exposure of gender equality targets.		

	Yes	No
3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme) Evidence: it is clearly stated in the PRODOC its contribution to CPD. CPD 2016-2020 Indicative Output 4.2: Supported sub-national governments are better able to address democratic deficits and engage with non-state actors to improve performance. • Project Output 1 attribute to SP Output 2.1 (GE N 2)2 CPD 201-2020 Indicative Output 4.3: National policy frameworks and institutional mechanism enhanced for peaceful management of conflicts. • Project Output 2 attribute to SP Output 2.1, 4.2, 4.3, 4.4 (GEN 2) • Project Output 3 attribute to SP Output 2.1, 4.3 (GEN 2) • Project Output 4 attribute to SP Output 4.4 (GEN 2)	**Yes**	No

RELEVANT

	3	2
4. Does the project target groups left furthest behind? • **3:** The target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence. • **2: The target groups are clearly specified, prioritizing groups left furthest behind.** • **1:** The target groups are not clearly specified. *Note: Management Action must be taken for a score of 1. *Projects that build institutional capacity should still identify targeted groups to justify support* Evidence: ACHIEVE project targeting the poor and vulnerable groups.	1 **Evidence**	**2**

	3	2
5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? • **3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.** • **2:** The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected. • **1:** There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence. *Note: Management Action or strong management justification must be given for a score of 1 ACHIEVE adopts and modifies the MAP (Mainstream – Acceleration and – Policy Support Approach of Supporting Implementation of SDGs in Indonesia). The MAP Support is UN corporate approach in providing integrated support to countries in localizing the SDGs – an approach that UNDP has adopted and use as corporate strategy. In developing this project, ACHIEVE also consult several evaluation and updated analyses on the use of MAP in all regions of the world.	**3** 1 **Evidence**	2

	3	2
6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors? • **3:** An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. *(all must be true)* • **2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.**	1 **Evidence**	**2**

• **1:** No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, • despite its potential relevance. *Note: Management Action or strong management justification must be given for a score of 1 Evidence: As the custodian of the SDGs globally. UNDP clearly has an advantage role in supporting government in localizing the SDGs, - a role that clearly perceived and highly regarded of national counterpart.	

PRINCIPLED

	3	**2**
7. Does the project apply a human rights-based approach? • **3:** The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. *(all must be true)* • **2:** The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. *(both must be true)* • **1:** No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. *Note: Management action or strong management justification must be given for a score of 1 Evidence: The Human Right-based approach guided the project by prioritizing important elements of governance.	1	
	Evidence	

	3	2
8. Does the project use gender analysis in the project design? • **3:** A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. *(all must be true)* • **2:** A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. *(all must be true)* • **1:** The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document. *Note: Management Action or strong management justification must be given for a score of 1 Evidence: A gender analysis has been conducted in one of the project area and has been used to inform the development of ACHIEVE. Outputs and indicators of the result framework include explicit reference to gender equality. For example: Indicator 1.3 Number of SDGs data system at national and sub-national level developed or strengthened, sex-dissegrated data system will be applied, wherever available. Indicator 3.6 Increased percentage of women certified participants.	1	
	Evidence	

	3	**2**
9. Did the project support the resilience and sustainability of societies and/or ecosystems? • **3:** Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. *(all must be true).* • **2:** The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. *(both must be true)* • **1:** Sustainability and resilience dimensions and impacts were not adequately considered. *Note: Management action or strong management justification must be given for a score of 1 Evidence: The main component of ACHIEVE project is Sustainability of development challenges.	1	
	Evidence	

	Yes	No
10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential		

social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.] Evidence: UNDP only acting as Administrative Agent.	SESP Not Required

MANAGEMENT & MONITORING

	3	2
11. Does the project have a strong results framework?		
• **3:** The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. *(all must be true)*	1	
	Evidence	
• **2:** The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. *(all must be true)*		
• **1:** The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. *(if any is true)*		
*Note: Management Action or strong management justification must be given for a score of 1		
Evidence: All of the requirement to be score 3 is true in ACHIEVE result framework.		

	3	2
12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?		
• **3:** The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. *(all must be true)*.	1	
	Evidence	
• **2:** The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. *(all must be true)*		
• **1:** The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.		
*Note: Management Action or strong management justification must be given for a score of 1		
Evidence: Information on project governance – and its detail explanation can be found in page 22 of the PRODOC.		

	3	2
13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?		
• **3:** Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders. Clear and complete plan in place to manage and mitigate each risk, reflected in project budgeting and monitoring plans. *(both must be true)*	1	
	Evidence	
• **2:** Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.		
• **1:** Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and/or no initial risk log is included with the project document.		
*Note: Management Action must be taken for a score of 1		
Evidence: Information on Risk and Assumption, including 'proposed mitigation measures' can be found in page 11 of the PRODOC.		

EFFICIENT

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: 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; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions. *(Note: Evidence of at least one measure must be provided to answer yes for this question)* Evidence: ACHIEVE will use portfolio management approach to ensure efficiency and synergism.	**Yes (3)**	No (1)

15. Is the budget justified and supported with valid estimates?	**3**	2
		1
		Evidence

- **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. Realistic resource mobilisation plans are in place to fill unfunded components. 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. Adequate costs for monitoring, evaluation, communications and security have been incorporated.
- **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, but no funding plan is in place. 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.

Evidence: Clearly stated in the budget section of the PRODOC.

16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation?	3	**2**
		1
		Evidence

- **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.

Evidence: Yes.

EFFECTIVE

17. Have targeted groups been engaged in the design of the project?	3	**2**
		1
		Evidence

- 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)
- 2: Some evidence that key targeted groups have been consulted in the design of the project.
- 1: No evidence of engagement with targeted groups during project design.

Evidence: Target groups, national and sub-national government were consulted through 'seminar's and focus group discussion in developing SDG Academy (in output 3) and Institutional strengthening in Output 1.

18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation? Evidence: ACHIEVE project include evaluations in the plan from which change of courses can be taken as necessary.	**Yes (3)**	No (1)

19. 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 (3)**	No (1)
		Evidence
Evidence: Gender is fully mainstreamed into project output and indicators.		

SUSTAINABILITY & NATIONAL OWNERSHIP

	3	2
20. Have national/regional/global partners led, or proactively engaged in, the design of the project?		1
	Evidence	

- **3:** National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP.
- **2:** The project has been developed by UNDP in close consultation with national/regional/global partners.
- **1:** The project has been developed by UNDP with limited or no engagement with national partners.

Evidence: Various discussion was held with UNDP SDGs Integration Unit in NY specifically on development of SDG Academy (Output 3), while discussion and sharing with BRH Colleagues for overall project and specifically on Output 1 On Policy and Governance.

	3	2
21. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted?		1
	Evidence	

- **3:** The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.
- **2:** A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.
- **1:** Capacity assessments have not been carried out.

Evidence: Strengthening capacity building of national SDG stakeholders through SDG Academy, based on the analysis conducted with national and sub-national stakeholders.

	Yes (3)	No (1)
22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?		No (1)
Evidence: ACHIEVE Project will use UNDP system and procedures.		

	Yes (3)	No (1)
23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?	Yes (3)	No (1)
Evidence: ACHIEVE project has specific plan with Tanoto Foundation and BAPPENAS transition plan for SDG Academy. Also, support to all sub-national has been discussed for the project to be continued using public funds, or support from sub-national stakeholders.		

Annex 2. Social and Environmental Screening

Project Information

Project Information	
1. Project Title	**'ACHIEVE'**: **A**ssistan**c**e for En**h**anced **I**nnovation for the Achi**eve**ment of the SDGs in Indonesia
2. Project Number	00110276
3. Location (Global/Region/Country)	Indonesia

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

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the Project mainstreams the human-rights based approach
The overall objective of this project is to localize the SDGs in Indonesia both at national and sub-national level which will eventually strengthen social sustainability by enhancing social collaboration and innovation among SDGs stakeholder pillar, namely government and parliament; private sector and philanthropy; academic and expert; media, community, and civil society organization. Through a systematic and innovative approach, based on Presidential Decree No.59/2017 on the Implementation of SDGs in Indonesia, this project uphold the principles of human rights, particularly towards the marginalized groups, poor people, under-represented community, and gender orientation. This project also aimed at pursuing sustainable development goals of Indonesia focusing on all parts of sustainability aspects, with emphasize on people, planet, and prosperity in which it will significantly contribute to achieve social, environmental, and also economic sustainability.   UNDP Indonesia as the Implementing Agency will ensure that UNDP's global policies for the application of human rights based approaches are integrated into its projects and programmes, including considerations with regard to gender equality and the engagement and protection of the rights of indigenous and local peoples. UNDP Indonesia will therefore ensure that the procedures followed during project implementation adhere to these UNDP global policies, as well as Indonesia's government requirements. To this end, during project preparation all key stakeholders will be consulted appropriately. Opportunity will be given to key stakeholders to comment on project design and plan. The project M&E system, including demonstration project management committees and the project steering committee, will provide oversight for project implementation, including decisions required on any human rights issues arising from project implementation.
Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment
This project aims to assist, facilitate, engage, and empower SDGs stakeholders, with a fair involvement of both men and women. The project will ensure equal participation of male and female throughout the project activities to benefit the impact of the project. To support enhancement of women's empowerment, this project will support young women's initiative for achieving certain SDG goal, involve more numbers of female leaders for dissemination of SDGs-related activities, such as campaign, policy-making, and action, and integrate gender perspectives in all capacity building activities conveyed to target groups. Involvement of gender and women's stakeholders are taken to close knowledge gap at this sector.
Briefly describe in the space below how the Project mainstreams environmental sustainability
The project will facilitate to mainstream environmental sustainability by integrating related environmental principles into the project activities. Additionally, the project also mainstream environmental sustainability through its initiative in achieving certain goals.

Part B. Identifying and Managing Social and Environmental <u>Risks</u>

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses). If no risks have been identified in Attachment 1 then note "No Risks Identified" and skip to Question 4 and Select "Low Risk". Questions 5 and 6 not required for Low Risk Projects.*	QUESTION 3: What is the level of significance of the potential social and environmental risks? *Note: Respond to Questions 4 and 5 below before proceeding to Question 6*			QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
Risk Description	*Impact and Probability (1-5)*	*Significance (Low, Moderate, High)*	*Comments*	*Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.*
Risk 1: The project fails to localize the SDGs in national and sub-national level	I = 5 P =1	**Low**	**Unlikely scenario**	**N.A.**

QUESTION 4: What is the overall Project risk categorization?		
Select one (see <u>SESP</u> for guidance)		**Comments**
Low Risk	X	
Moderate Risk	☐	
High Risk	☐	

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
Check all that apply		**Comments**
Principle 1: Human Rights	☐	
Principle 2: Gender Equality and Women's Empowerment	☐	
1. Biodiversity Conservation and Natural Resource Management	☐	
2. Climate Change Mitigation and Adaptation	☐	
3. Community Health, Safety and Working Conditions	☐	
4. Cultural Heritage	☐	
5. Displacement and Resettlement	☐	
6. Indigenous Peoples	☐	
7. Pollution Prevention and Resource Efficiency	☐	

Final Sign Off

Signature	*Date*	*Description*
QA Assessor		
Juliaty Ansye Sopacua Technical Advisor/ Programme Manager		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 Sophie Kemkhadze, Deputy Resident Representative (DRR)		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 Sophie Kemkhadze, Deputy Resident Representative (DRR)		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	Answer (Yes/No)
Principles 1: Human Rights	
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups?[10]	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No

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

4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *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*	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	No
1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3 Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4 Would Project activities pose risks to endangered species?	No
1.5 Would the Project pose a risk of introducing invasive alien species?	No
1.6 Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7 Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8 Does the Project involve significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.9 Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10 Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11 Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? *For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.*	No
Standard 2: Climate Change Mitigation and Adaptation	
2.1 Will the proposed Project result in significant [11] greenhouse gas emissions or may exacerbate climate change?	No
2.2 Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3 Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? *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
Standard 3: Community Health, Safety and Working Conditions	

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[11] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	NO
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions?[12]	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.*	No

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

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

Annex 3. Offline Project Risk Register

(see Deliverable Description for the Risk Log regarding its purpose and use)

Project Title: 'ACHIEVE': Assistance for Enhanced Innovation for the Achievement of the SDGs in Indonesia	Project/Award ID: 00110276	Date: 1 January 2020

#	Description	Type	Impact & Likelihood = Risk Level	Risk Treatment / Management Measures	Risk Owner
1	Sustainability/replicability	*5.1. POLITICAL: Government commitment*	There is a risk that results produced by project will not be sustained beyond the project lifetime. There is also a risk that project results will not be scaled up. Likelihood = 3 Impact = 3 Risk level = Moderate	The project includes specific outputs on communicating results to stakeholders and engaging stakeholders during all stages of project implementation. The activities under those outputs will demonstrate the value of the project which may strengthen the Government's appreciation of the results and recommendations, and therefore make it more likely that the Government will support the approval of results and recommendations for post-project implementation. The activities of this project were strategically selected and designed to promote sustainability and replicability.	Project Manager
2	Coordination	*3.7. OPERATIONAL: Partnership*	Insufficient support from strategic partners for participating in the necessary multi-stakeholder coordination mechanism. Given the multi-faceted nature of the project, engagement of a multitude of stakeholders is required. There is a real risk that coordination will be challenging.	From the initiation stage, consultations were organized with key stakeholders to increase their understanding of the project and establish networks of collaboration. Once implementation of the project begins, key stakeholders will meet on a regular basis so that they are aware of the progress of the project and contribute to the project. Additionally, the project has selected activities to	Project Manager

			Likelihood = 3	strengthen institutional mechanisms for improved coordination and collaboration.	
			Impact = 3		
			Risk level = Moderate		
3	Internal capacity	*7.3. STRATEGIC: Capacities of the partners*	Low capacity of local strategic partners (Government, Private Sector, CSOs, Local Community) in project implementation.Low capacity will hinder project implementation due to poor decision- making and project support.	Provide capacity building activities in the form of trainings/ workshops about the project, and cross visits to learn from other projects.	Project Manager
			Likelihood = 2		
			Impact = 3		
			Risk level = Low		
4	Lack of ownership and leadership	*5.2. POLITICAL: Political will*	Lack of Government's political will to recognize the urgency of SDGs localization	To increase government's ownership of the project, the project design includes measures to promote ownership. Project activities will be informed by the best available expertise, facilitated by Provincial and District Facilitator in each sub- national level, in such a way that stakeholders discuss and come to consensus agreements themselves. This approach helps strengthen the ownership and legitimacy of the decisions reached in stakeholder consultations, workshops, or other project exercises.	Project Manager
			Likelihood = 2		
			Impact = 2		
			Risk level = Low		

| 5 | COVID-19 Pandemic | *8.7. SAFETY AND SECURITY: Pandemic* | It has an uncertain timeframe on when this pandemic would end. This pandemic cause large-scale social distancing policy in several partner regions of this program and may affect the whole operation.

Likelihood = 2

Impact = 2

Risk level = Low | Activities should be conducted in a manner that government counterparts are well informed and involved in every progress of this program. | Project Manager |

Note: * Based on Likelihood and Impact, use the Risk Matrix to identify the **Risk Level**:

- o   Low (L)
- o   Moderate (M)
- o   Substantial (S), or
- o   High (H)

UNDP ERM – Risk Matrix

IMPACT	5	M	S	S	H	H
	4	L	M	S	S	H
	3	L	M	M	M	S
	2	L	L	L	M	M
	1	L	L	L	L	L
		1	2	3	4	5

LIKELIHOOD

Annex 4. Steering Committee Terms of Reference and TORs of key management positions

Steering Committee

Overall responsibilities: The Steering Committee is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Steering Committee decisions should be made in accordance to standards[13] that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

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

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

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

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

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[13] UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective 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. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, that of UNDP shall apply.

Specific responsibilities:

Running a project

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and bi-annual work plans when required;
- Conduct regular meetings to provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;
- Address complaints made by individuals, peoples, and communities that are affected by the UNDP projects through the UNDP Stakeholder Response Mechanism (SRM) and/or the UNDP Social and environmental Compliance unit (SECU)[14].

Closing a project

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

EXECUTIVE

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

Specific Responsibilities (as part of the above responsibilities for the Steering Committee)
- Ensure that there is a coherent project organization structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress
- Organize and chair Steering Committee meetings

The Executive is responsible for overall assurance of the project as described below. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

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[14] http://www.undp.org/content/undp/en/home/operations/accountability/secu-srm.html

SENIOR BENEFICIARY

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

Specific Responsibilities (as part of the above responsibilities for the Steering Committee)

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

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

Where the project's size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities.

SENIOR SUPPLIER

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

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

The supplier assurance role responsibilities are to:
> - Advise on the selection of strategy, design and methods to carry out project activities
> - Ensure that any standards defined for the project are met and used to good effect
> - Monitor potential changes and their impact on the quality of deliverables from a supplier perspective

> ➢ Monitor any risks in the implementation aspects of the project

PROJECT MANAGER

Overall responsibilities: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Steering Committee within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Outcome Board. Prior to the approval of the project, the Project Developer role is the UNDP staff member responsible for project management functions during formulation until the Project Manager from the Implementing Partner is in place.

Specific responsibilities would include:

Overall project management:

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

Running a project

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

Closing a Project

- Prepare Final Project Review Reports to be submitted to the Steering Committee and the Outcome Board;
- Identify follow-on actions and submit them for consideration to the Steering Committee;

- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;

PROJECT ASSURANCE

Overall responsibility: Project Assurance is the responsibility of each Steering Committee member, however the role can be delegated. The Project Assurance role supports the Steering Committee by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Officer typically holds the Project Assurance role.

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

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

Specific responsibilities would include:

Initiating a project

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

Running a project

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;

- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and "spot checks".
- Ensure that the Project Data Quality Dashboard remains "green"

Closing a project

- Ensure that the project is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in Atlas accordingly.

PROJECT SUPPORT

Overall responsibilities: The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

Specific responsibilities: Some specific tasks of the Project Support would include:

Provision of administrative services:

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer the quality review process
- Administer Project Board meetings

Project documentation management:

- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports

Financial Management, Monitoring and reporting

- Assist in the financial management tasks under the responsibility of the Project Manager
- Provide support in the use of Atlas for monitoring and reporting

Provision of technical support services

- Provide technical advices
- Review technical reports
- Monitor technical activities carried out by responsible parties

Annex 5. Supplemental Provisions to the Project Document[15]: The Legal Context

General responsibilities of the Government, UNDP and the executing agency

1. All phases and aspects of UNDP assistance to this project shall be governed by and carried out in accordance with the relevant and applicable resolutions and decisions of the competent United Nations organs and in accordance with UNDP's policies and procedures for such projects, and subject to the requirements of the UNDP Monitoring, Evaluation and Reporting System.

2. The Government shall remain responsible for this UNDP-assisted development project and the realization of its objectives as described in this Project Document.

3. Assistance under this Project Document being provided for the benefit of the Government and the people of Indonesia, the Government shall bear all risks of operations in respect of this project.

4. The Government shall provide to the project the national counterpart personnel, training facilities, land, buildings, equipment and other required services and facilities. It shall designate the Government Co-operating Agency named in the cover page of this document (hereinafter referred to as the "Co-operating Agency"), which shall be directly responsible for the implementation of the Government contribution to the project.

5. The UNDP undertakes to complement and supplement the Government participation and will provide through the Executing Agency the required expert services, training, equipment and other services within the funds available to the project.

6. Upon commencement of the project the Executing Agency shall assume primary responsibility for project execution and shall have the status of an independent contractor for this purpose. However, that primary responsibility shall be exercised in consultation with UNDP and in agreement with the Co-operating Agency. Arrangements to this effect shall be stipulated in the Project Document as well as for the transfer of this responsibility to the Government or to an entity designated by the Government during the execution of the project.

7. Part of the Government's participation may take the form of a cash contribution to UNDP. In such cases, the Executing Agency will provide the related services and facilities and will account annually to the UNDP and to the Government for the expenditure incurred.

(a) Participation of the Government

1. The Government shall provide to the project the services, equipment and facilities in the quantities and at the time specified in the Project Document. Budgetary provision, either in kind or in cash, for the Government's participation so specified shall be set forth in the Project Budgets.

2. The Co-operating Agency shall, as appropriate and in consultation with the Executing Agency, assign a director for the project on a full-time basis. He shall carry out such responsibilities in the project as are assigned to him by the Co-operating Agency.

3. The estimated cost of items included in the Government contribution, as detailed in the Project Budget, shall be based on the best information available at the time of drafting the project proposal. It is understood that price fluctuations during the period of execution of the project may necessitate an adjustment of said contribution in monetary terms; the latter shall at all times be determined by the value of the services, equipment and facilities required for the proper execution of the project.

4. Within the given number of man-months of personnel services described in the Project Document, minor adjustments of individual assignments of project personnel provided by the Government may be made by the Government in consultation with the Executing Agency, if

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[15] Standard annex to project documents for use in countries which are not parties to the Standard Basic Assistance Agreement (SBAA).

this is found to be in the best interest of the project. UNDP shall be so informed in all instances where such minor adjustments involve financial implications.

5. The Government shall continue to pay the local salaries and appropriate allowances of national counterpart personnel during the period of their absence from the project while on UNDP fellowships.

6. The Government shall defray any customs duties and other charges related to the clearance of project equipment, its transportation, handling, storage and related expenses within the country. It shall be responsible for its installation and maintenance, insurance, and replacement, if necessary, after delivery to the project site.

7. The Government shall make available to the project - subject to existing security provisions - any published and unpublished reports, maps, records and other data which are considered necessary to the implementation of the project.

8. Patent rights, copyright rights and other similar rights to any discoveries or work resulting from UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the Parties in each case, however, the Government shall have the right to use any such discoveries or work within the country free of royalty and any charge of similar nature.

9. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.

10. The services and facilities specified in the Project Document which are to be provided to the project by the Government by means of a contribution in cash shall be set forth in the Project Budget. Payment of this amount shall be made to the UNDP in accordance with the Schedule of Payments by the Government.

11. Payment of the above-mentioned contribution to the UNDP on or before the dates specified in the Schedule of Payments by the Government is a prerequisite to commencement or continuation of project operations.

(b) Participation of the UNDP and the executing agency

1. The UNDP shall provide to the project through the Executing Agency the services, equipment and facilities described in the Project Document. Budgetary provision for the UNDP contribution as specified shall be set forth in the Project Budget.

2. The Executing Agency shall consult with the Government and UNDP on the candidature of the Project Manager[16] who, under the direction of the Executing Agency, will be responsible in the country for the Executing Agency's participation in the project. The Project Manager shall supervise the experts and other agency personnel assigned to the project, and the on-the-job training of national counterpart personnel. He shall be responsible for the management and efficient utilization of all UNDP-financed inputs, including equipment provided to the project.

3. The Executing Agency, in consultation with the Government and UNDP, shall assign international staff and other personnel to the project as specified in the Project Document, select candidates for fellowships and determine standards for the training of national counterpart personnel.

4. Fellowships shall be administered in accordance with the fellowships regulations of the Executing Agency.

5. The Executing Agency may, in agreement with the Government and UNDP, execute part or all of the project by subcontract. The selection of subcontractors shall be made, after consultation with the Government and UNDP, in accordance with the Executing Agency's procedures.

6. All material, equipment and supplies which are purchased from UNDP resources will be used exclusively for the execution of the project, and will remain the property of the UNDP in whose

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[16] May also be designated Project Coordinator or Chief Technical Adviser, as appropriate.

name it will be held by the Executing Agency. Equipment supplied by the UNDP shall be marked with the insignia of the UNDP and of the Executing Agency.

7. Arrangements may be made, if necessary, for a temporary transfer of custody of equipment to local authorities during the life of the project, without prejudice to the final transfer.

8. Prior to completion of UNDP assistance to the project, the Government, the UNDP and the Executing Agency shall consult as to the disposition of all project equipment provided by the UNDP. Title to such equipment shall normally be transferred to the Government, or to an entity nominated by the Government, when it is required for continued operation of the project or for activities following directly therefrom. The UNDP may, however, at its discretion, retain title to part or all of such equipment.

9. At an agreed time after the completion of UNDP assistance to the project, the Government and the UNDP, and if necessary the Executing Agency, shall review the activities continuing from or consequent upon the project with a view to evaluating its results.

10. UNDP may release information relating to any investment oriented project to potential investors, unless and until the Government has requested the UNDP in writing to restrict the release of information relating to such project.

Rights, Facilities, Privileges and Immunities

1. In accordance with the Agreement concluded by the United Nations (UNDP) and the Government concerning the provision of assistance by UNDP, the personnel of UNDP and other United Nations organizations associated with the project shall be accorded rights, facilities, privileges and immunities specified in said Agreement.

2. The Government shall grant UN volunteers, if such services are requested by the Government, the same rights, facilities, privileges and immunities as are granted to the personnel of UNDP.

3. The Executing Agency's contractors and their personnel (except nationals of the host country employed locally) shall:

    (a) Be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project;

    (b) Be immune from national service obligations;

    (c) Be immune together with their spouses and relatives dependent on them from immigration restrictions;

    (d) Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project;

    (e) Be accorded together with their spouses and relatives dependent on them the same repatriation facilities in the event of international crisis as diplomatic envoys.

4. All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.

5. The Government shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organization which may be retained by the Executing Agency and on the personnel of any such firm or organization, except for nationals of the host country employed locally, in respect of:

    (a) The salaries or wages earned by such personnel in the execution of the project;

    (b) Any equipment, materials and supplies brought into the country for the purposes of the project or which, after having been brought into the country, may be subsequently withdrawn therefrom;

(c)   Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned under (b), above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and

(d)   As in the case of concessions currently granted to UNDP and Executing Agency's personnel, any property brought, including one privately owned automobile per employee, by the firm or organization or its personnel for their personal use or consumption or which after having been brought into the country, may subsequently be withdrawn therefrom upon departure of such personnel.

6.   The Government shall ensure:

(a)   prompt clearance of experts and other persons performing services in respect of this project; and

(b)   the prompt release from customs of:

(i)   equipment, materials and supplies required in connection with this project; and

(ii)   property belonging to and intended for the personal use or consumption of the personnel of the UNDP, its Executing Agencies, or other persons performing services on their behalf in respect of this project, except for locally recruited personnel.

7.   The privileges and immunities referred to in the paragraphs above, to which such firm or organization and its personnel may be entitled, may be waived by the Executing Agency where, in its opinion or in the opinion of the UNDP, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the project or to the interest of the UNDP or the Executing Agency.

8.   The Executing Agency shall provide the Government through the resident representative with the list of personnel to whom the privileges and immunities enumerated above shall apply.

9.   Nothing in this Project Document or Annex shall be construed to limit the rights, facilities, privileges or immunities conferred in any other instrument upon any person, natural or juridical, referred to hereunder.

Suspension or termination of assistance

1.   The UNDP may by written notice to the Government and to the Executing Agency concerned suspend its assistance to any project if in the judgement of the UNDP any circumstance arises which interferes with or threatens to interfere with the successful completion of the project or the accomplishment of its purposes. The UNDP may, in the same or a subsequent written notice, indicate the conditions under which it is prepared to resume its assistance to the project. Any such suspension shall continue until such time as such conditions are accepted by the Government and as the UNDP shall give written notice to the Government and the Executing Agency that it is prepared to resume its assistance.

2.   If any situation referred to in paragraph 1, above, shall continue for a period of fourteen days after notice thereof and of suspension shall have been given by the UNDP to the Government and the Executing Agency, then at any time thereafter during the continuance thereof, the UNDP may by written notice to the Government and the Executing Agency terminate the project.

3.   The provisions of this paragraph shall be without prejudice to any other rights or remedies the UNDP may have in the circumstances, whether under general principles of law or otherwise.