



PROJECT DOCUMENT

Country : Indonesia

Project Title : Support Facility for the institutional Setup of the Peat Restoration Agency

Project Number: 00096630

Implementing Partner: Peat Restoration Agency

Start Date: 1 June 2016

End Date: 31 May 2017

PAC Meeting date: 16 March 2016

Brief Description

In late 2015, the Government of Indonesia, as a response to recurring and devastating forest fires on drained peatlands and to meet its national climate mitigation goals, decided to establish Badan Restorasi Gambut/The Peat Restoration Agency (BRG). Over the next 5 years BRG is tasked with coordinating the restoration of 2 million hectares degraded peatlands across 8 provinces. As a newly established government agency working under public pressure to provide socially and technically acceptable solutions that will prevent fires and further degradation, BRG has requested international partners to provide fast-track support (financial, technical, political). This project aims to do so through provision of short-term UNDP-support on logistics, recruitment and procurement, thus enabling the BRG management to quickly develop the necessary institutional systems and capacity. By the end of the 12 months project period, and as a result of the support provided through this project and contributions from other sources, BRG is expected to be fully established as a government funded and staffed agency able to fulfill its mandate. At this time, the project is expected to gradually come to a close.

<p>Contributing Outcome (UNPDF/CPD): 3. By 2020, Indonesia is sustainably managing its natural resources, on land and at sea, with an increased resilience to the effects of climate change, disasters and other shocks.</p> <p>Indicative Output: 3.4. Solutions developed for sustainable and conflict-sensitive management of land and natural resources</p>	Total resources required:	USD 4,082,721	
	Total resources allocated:	UNDP TRAC:	-
		Donor:	USD 4,082,721
		Government:	
		In-Kind:	
	Unfunded:		

Agreed by:

Mr Christophe Bahuet
UNDP Country Director

Date: 1 June 2016

I. DEVELOPMENT CHALLENGE

One of the key lessons learned from the 2015 peat and forest fires is that suppressing fires on drained deep tropical peatland is extremely difficult, ineffective, and costly. The total economic loss is already estimated to be in excess of USD \$ 15 billion (MoEF, 2015; CIFOR, 2015 and the World Bank, 2016). This does not include the loss of biodiversity, carbon emission and the irreversible long-term health impacts. Global Fire Emission Database estimated this event emits roughly 1,750 million metric tons of CO₂e.

Acknowledging this major lesson from 2015, the Government has concluded that prevention is by far the most effective way to tackle the fires, and concerted efforts should be made to that effect. Recent analyses find that fire vulnerability has increased over the past two decades, and that the government's previous efforts have not yet been fully effective. Following this, fire prevention in 2016 and beyond will adopt a more anticipatory and systematic approach. The establishment of BRG is one key element of this strategy, initiated at the highest levels of government.

In his opening address of the climate conference in COP 21 Paris, President Joko 'Jokowi' Widodo announced the establishment of the Peatland Restoration Agency/BRG, mandated to improve forest fire prevention and coordinate the restoration of degraded peatland by 2020. The Agency was formally established through Presidential Regulation No 1 of 2016 in January 2016.

The Regulation mandates BRG to coordinate and facilitate peat restoration in the 7 provinces of Riau, South Sumatra, Central Kalimantan, Jambi, West Kalimantan, South Kalimantan and Papua. The President has since added East Kalimantan to the list. BRG's main tasks will include co-ordination and strengthening of the peatland restoration process; plan, control and collaborate on peatland restoration; map peatland hydrology; designate protection and production zones; co-ordinate rewetting implementation; restore burned peatland areas; raise awareness on peatland restoration efforts; and supervise the restoration process.

The BRG is mandated to restore 2 million hectares of degraded peatland by 2020, but no decision on where and how has been made yet. The President has appointed one Agency Head, four Deputies and one Secretary to lead the agency and its undertakings. In addition, both a government appointed Steering Committee and an Expert Committee guides the work of the Agency. Provincial work units will coordinate the implementation of activities at the local level. Gradually the state budget will provide necessary funding, but to allow the Agency a head start, the government has invited partners to provide assistance. During the visit of Norway's Minister for Climate and Environment to Jakarta, where he had discussions both with President Jokowi, Environment and Forestry Minister Siti Nurbaya and BRG Head Nazir Foead, Indonesia and Norway agreed to cooperate in addressing peatland degradation and restoration as part of the bilateral partnership on REDD+.

The Government has pledged to address the underlying problems immediately. As the peatland fires are a recurring seasonal event, it is paramount that preventive measures are put in place quickly, to avoid in the fall of 2016 a repeat of the 2015 fire season. This short-term project, administratively managed by UNDP, is aiming at providing immediate operational support enabling the BRG to commence its preparatory work while the government completes the Agency's budgetary and legality process.

II. STRATEGY

The anticipated objective of BRG is to restore 2 million hectares of degraded peatland, thus reducing greenhouse gas emissions and preventing peat fire accidents. The support facility aims to ensure the BRG is appropriately staffed, financed and institutionalized to meet its mandates. By doing so, it alleviates the following potential issues: limited staff and resources, the misappropriation of state budget, contradicting regulations with existing policies and non- secure SOP's.

Having effective and efficient institutional set-up is required to meet the expected change and BRG has appointed UNDP to establish support facility and manage the donor fund as requested by BRG through Head of BRG Letter to UNDP Country Director on March 18, 2015. BRG's decision is based on: UNPD experience to support REDD+ Agency institutional set up and Ministry of Environment and Forestry to undertake REDD+ interim phase, robust operation system, convening power and sufficient technical expertise.

Using UNDP capacities, the project support will have key services to facilitate:

- Recruitment of qualified staff to be handed over to BRG

- Procurement of relevant goods and services to be handed over to BRG
- Accounting and reporting of financial resources
- M&E of project deliverables

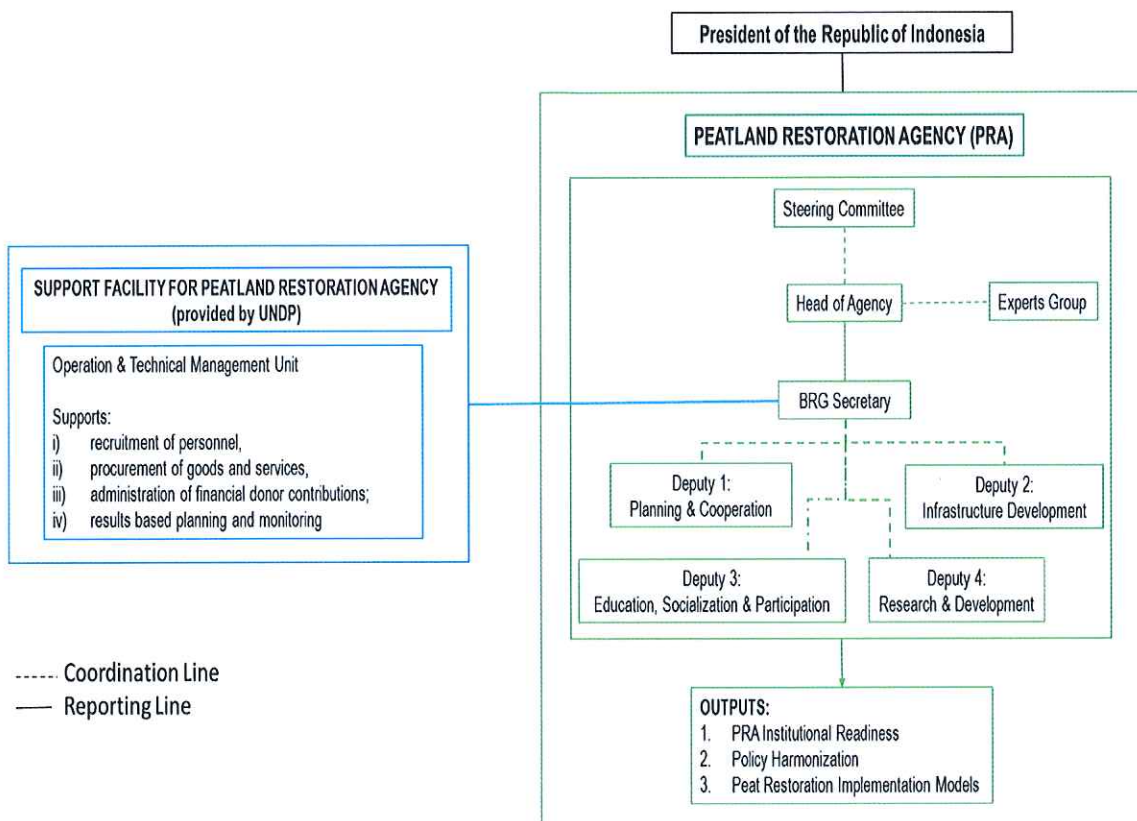
The above role ensures that appropriate project management milestones are managed and completed. Financial transactions will be recorded and monitored in UNDP's Enterprise Resource Planning System, ATLAS. UNDP will prepare a Combined Delivery Report (CDR) as well as financial and project reports in-line with Norway's requirements at the end of the project which constitute the official report of project expenditures for a given period and which are subject to annual audit.

Since the nature of services that need to be delivered are complex, dynamic and urgent, UNDP support facility will require the following staff support: 1 Support Facility Coordinator, 1 Procurement Associates, 1 Finance Clerk, 1 Procurement Assistant, 1, Admin Associate, 2 Administrative Assistant, and 1 Monitoring Officer. These staff support will be provided using the existing staff and/or UNDP roster. Hence, there will be no significant time gap in terms of recruitment process that will disturb UNDP's services to BRG. For detailed staff salaries, please see **Indicative Budget-Support Facility for BRG Institutional Set-Up May 2016-May 2017**

The provision of the UNDP support facility services could potentially face the following risks: difficulties in identifying qualified and committed staffs, challenges in finding qualified local third parties and vendors and poor quality of services from vendors, recruited staff and third parties, the risk of UNDP service delivery being delayed due to internal staff capacity limitations, and UNDP rules and regulations preventing quick execution of recruitment and procurement services. The risks will be mitigated through several plans, including a solid procurement plan for recruiting personnel and a carefully planned roster of potential vendor and third parties, to suit the nature of the proposed activities, and to expedite recruitment and procurement process the project is implemented using fast track mechanism. Detailed risks and mitigation are listed in appendix 2

Operational Arrangement

In order to ensure effective and accountable management of the support facility implementation, the following structure will be established;



BRG Roles and Responsibility. Under the leadership of the Head of BRG, the BRG will fully be responsible and accountable to undertake activities in order to achieve the following Outputs: peat restoration agency institutional readiness, policy harmonization, peat restoration implementation models. Each BRG deputy and secretariat implements the activities falling into their respective responsibilities. In activities implementation, BRG will work closely with Steering Committee and Experts Group, which are established within BRG structure to provide strategic and technical guidance as stated in the Presidential Regulation of the Establishment of the BRG.

A detailed work plan will be developed reflecting the nature and quality of good and services as well as personnel needed to deliver the key results. BRG Secretary will coordinate the whole activities implementation and liaise with Support Facility provided by UNDP.

Project Revision and Closure. Upon completion of project deliverables, activities and planned outputs, or based on the approval of early termination by the BRG, the UNDP will close the project both operationally and financially. UNDP will prepare the following documents for executive review and certification:

- Final project report focusing on the achievements of planned outputs, contribution to objectives, positive and any negative impact, lessons learned and best practices
- Final financial report with full attachment
- Final inventory list and recommendation for asset transfer
- Once there are no more outstanding obligations, all project-closing activities are done, and all the documentation is completed (including asset transfer), the project will be financially closed.

Monitoring and Evaluation. UNDP Indonesia has defined a results-based monitoring and evaluation system that will provide the basis for the overall project assessment. The objectives of the monitoring, evaluation, and learning system are to:

- Ensure that the project is on track and being implemented effectively and efficiently;
- Identify major constraints in project delivery and to ensure corrective action is taken early;
- Provide an effective overall evaluation of project performance;
- Identify key lessons learned and success stories from the project implementation that can guide future programming; and
- Provide an effective system to meet the monitoring and evaluation requirements

The M&E plan will be developed based on the UNDP guideline and standards where gender analysis is embedded and dedicated monitoring officer will be recruited. More details on monitoring section has been attached to the project proposal (Appendix 3).

BRG's Planned Institutional Readiness. Three key components namely on 1) institutional readiness; 2) Policy harmonization; 3) peat restoration implementation model development, will be implemented as an enabling conditions and address the barriers in the early phase and deliver milestones results defined in the Results Framework that will serve as proof of concept to peat restoration full scale implementation. While ensuring the key components fall into BRG need in the short time period, the components and activities of each component have been checked to be in-line with BRG mandates as stipulated in the Presidential Regulation No. 1/2016.

Key impact : BRG is ready to coordinate and facilitate peat restoration and protection

<p>Component 1: BRG Institutional Readiness Output 1: BRG is equipped with the necessary elements that will make it an effective institution to deliver its mandates</p>	<p>Component 2: Policy Harmonization Output 2: The revision of Government Regulation No 71 Year 2014 on Peat Ecosystem Protection and Management is in place followed up with drafting relevant ministerial regulations or decisions</p>	<p>Component 3: Peat Restoration Implementation Model Output 3: The peat restoration implementation models are in place and key reference for peat restoration undertaken by central government, sub-national government or partners</p>
<p>Key Results:</p> <ol style="list-style-type: none"> 1. Peat restoration action plan and BRG strategic planning are developed and referred by responsible government institutions and partners 2. BRG's staff structure is approved and well function 3. BRG basic policies and Standard Operating Procedure for peat restoration and protection are in place 4. BRG accountability system is available and operational 	<p>Key Results:</p> <ol style="list-style-type: none"> 1. The revision of the Government Regulation No 71 Year 2014 on Peat Ecosystem Protection and Management is accelerated and the revisions/additional articles are well understood by the relevant parties 2. Legal analysis and legal recommendation for each contradictory rules and regulation against Government Regulation No 71 Year 2014 are in place. 3. Legal analysis and legal options for license holders contributing to peat fire outbreaks in BRG targeted peat restoration locations (peat hydrological areas) are in place 	<p>Key Results:</p> <ol style="list-style-type: none"> 1. Two ministerial regulations on peat hydrological areas with the agreed zones are drafted based on BRG and Ministry of Environment and Forestry peat mapping 2. Two peat hydrological areas protection and management action plans are developed and consulted to parties 3. The implementation of Peat restoration options are developed and tested.

Baseline: How BRG fits in into the existing bureaucracy of each ministry, agency and local government; meets required staff, funding, premises, internal regulations and procedures, and provincial work units; the harmonization of policies issued by various entities to bring coherence to the regulatory framework and realign ongoing activities to prevent further peat degradation and peat restoration efforts are well funded as well get wider public support

In order for BRG to have capacity to implement the planned activities and its mandates, BRG will recruit 15-20 staff and the support facility will provide procurement supports. It will provide additional capacity to run BRG mandates and some of the staff will assist BRG secretary to recruit additional staff funded by state budget. Using the state budget, BRG plans to recruit 60 core staff excluding expert group and temporary consultants. The established expert group needs to be optimized to provide technical inputs to BRG. Another aspect is sufficient office space. The current office space could accommodate 25 people, thus an additional office space is needed.

III. RESULTS AND PARTNERSHIPS

Expected Results

The matrix in the attachment presents the BRG institutional set-up, explaining its outputs, key results and activities as well as responsible personnel at BRG, who will help BRG transition into full peat restoration phase in 2017. Three key components namely on 1) Institutional readiness; 2) Policy harmonization; 3) Peat restoration implementation model development, will be implemented. BRG will also coordinate existing efforts for peat restoration at field level and meet the principal deliverables of BRG as outlined in Plan of Operation of the Peat Restoration Agency 2016 under Indonesia and Norway Collaboration on Peatland Protection and Restoration. There are two key deliverables:

(1) By June 2016, the completion of the Official Indonesian Government Process of Codifying and Promulgating Government Regulation for the full implementation of President Joko Widodo's instruction to enforce a moratorium against clearing, drainage and/or conversion of currently un-opened peatlands; and

(2) By December 2016, BRG will have implemented a comprehensive and transparent monitoring system on status of peatland protection and restoration, which covers: implementation of an Indonesia-wide baseline map of peatland, mapping of peatlands in priority landscapes as defined in the BRG plan of operation,

progress reports on the implementation of the moratorium on peatland clearing and drainage, peat rewetting and reforestation on degraded peat, including the status of burnt areas and satisfactory implementation of the BRG Action Plan, including enforcement of and compliance with the peat moratorium.

Resources Required to Achieve the Expected Results

UNDP Indonesia Roles and Responsibilities. UNDP will provide a Support Facility that facilitates operation, financial administration, monitoring and provision of technical inputs from UNDP Indonesia in-house-expert and global network, to ensure activities implemented by BRG achieve the expected outputs. A project implementation plan (work plan for recruitment and procurement) corresponding to the BRG Plan of Operation - will be submitted to the donor within 2 weeks of the start-up date of the project. UNDP Policy on Fraud and other Corrupt Practices (September, 2013 for last review), Procurement Fraud and Corrupt Practices (January, 2008), UNDP Guidance on Gender Mainstreaming (2000), Social and Environmental Guidelines and Standards (2015) will be applied.

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

Project Management

The project will be implemented under the framework of the UNDP Country Programme Document (CPD) 2016 – 2020 applying the Direct Implementation Modality (DIM), where Peat Restoration Agency will act as the Implementing Partner.

UNDP as the Implementing Partner is responsible and accountable for managing the project - including the monitoring and evaluation of project interventions - and achieving project outputs, and for the effective use of project resources.

With respect to the Government of Indonesia's reporting procedures on grant realization, UNDP shall prepare the Minutes of Handover (Berita Acara Serah Terima – BAST) of Goods and Services to be signed jointly by UNDP and the Implementing Partner's Authorized Budget Owner (Kuasa Pengguna Anggaran - KPA). This will be submitted by the Implementing Partner to the Directorate General of Debt Management (Direktorat Jenderal Pengelolaan Utang – DJPU) and the State Treasury Service Office (Kantor Pelayanan Pembendaharaan Negara – KPPN) under the Directorate General of Treasury (Direktorat Jenderal Perbendaharaan) of the Ministry of Finance.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:	
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:	
Applicable Output(s) from the UNDP Strategic Plan:	
Project title and Atlas Project Number: Peat Restoration Agency Support Facility Institutional Set-up and 00096630	

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)	DATA COLLECTION METHODS & RISKS
			Value	Year		
Output 1 BRG is equipped with the necessary elements that will make it an effective institution to deliver its mandates	1.1. Peat Restoration Action plan and BRG strategic plan are in place and endorsed by Head of BRG or higher level.		The development of peat restoration action plan and BRG strategic plan is being initiated by BRG.	0	Peat Restoration Action plan (involving various responsible agencies) and BRG strategic planning for peat restoration should include a working definition of peat restoration, targeted locations and criteria consulted with stakeholders; completed; and published	
	1.2. More than 75 % of BRG staffs are on board and BRG working units established		The President has appointed Head of BRG, four deputies and secretary of BRG.	0	The proposed BRG staff structure is approved; Governor Decision of the establishment of BRG working unit is in place in each BRG targeted provinces and key BRG units e.g. expert group are functional.	
	1.3 # of policy guidance and technical guidance issued by BRG to support future peat restoration		No policy and technical guidance issued by BRG	0	2 technical guidance and 1 policy guidance on peat restoration related aspects are issued after stakeholder consultations.	

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)	DATA COLLECTION METHODS & RISKS
			Value	Year		
	1.4. # BRGs communication strategy #of publications posted for public audience on BRG website		BRG accountability system to be established	0	The following publications are publicly available: BRG planning documents; blueprint of monitoring system; peat restoration and protection related maps and anti-corruptions measures.	
Output 2 BRG's inputs for the revision of Government Regulation No 71 Year 2014 on Peat Ecosystem Protection and Management is in place followed up with drafting relevant ministerial regulations or decisions	2.1 The content of the revised government of regulation on peat ecosystem is more progressive		The revised draft has been submitted to the office of the State Secretary	0	The revised government regulation on peat ecosystem is enacted within 2016	
	2.2 # analysis of contradictory rules and regulations against Government Regulation No 71 Year 2014 identified and proposed to be amended		The initial contradictions between the existing regulations and the appropriate measures have been identified in the plan	0	There is a clear roadmap in place to address existing contradictions in a legal manner	
Output 3 The peat restoration implementation	2.3 # list of concession holders recommended to meet its obligations according to rules and regulations		The Ministry of Environment and Forestry has identified these concession holders that are contributing to peat fire outbreak	0	Clear roadmap to follow up legal and administrative options given to concession holders in BRG targeted peat restoration locations (peat hydrological areas) is in place	
	3.1. 2 peat hydrological areas has designated with the ministerial decision		There exists no regulation on peat hydrological areas	0	Draft ministerial decision on peat hydrological areas are in place and ready to be legalised	

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)	DATA COLLECTION METHODS & RISKS
			Value	Year		
models are in place and key reference for peat restoration undertaken by central government, sub-national government or partners	3.2 Two peat hydrological areas protection and management action plans are developed					
	3.3. Level of peat restoration implementation model successfully piloted (criteria will be defined later)		There are no examples at peat hydrological area		Peat restoration models being piloted and results assessed	

VI. MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures,	Annually, and at the end of the project (final report)			

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	and any evaluation or review reports prepared over the period.				
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan²

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Project Evaluation	Royal Norwegian Embassy (donor)	Environment: Output 3.4. Solutions developed for sustainable and conflict-sensitive management of land and natural resources	3 (By 2020, Indonesia is sustainably managing its natural resources, on land and at sea, with an increased resilience to the effects of climate change, disasters and other shocks)	31 May 2017	BRG	Norway

² Optional, if needed

VII. ANNUAL WORK PLAN ³⁴

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET	
		Y1			Funding Source	Budget Description
Output 1 : BRG Institutional Readiness	1.1. Peat restoration action plan and BRG strategic planning are developed	65,000	BRG, UNDP	NORWAY	Consultants	10,000
					Equipment & Supplies	5,000
	1.2. BRG's staff structure and remuneration is approved and functional	1,032,000	BRG, UNDP	NORWAY	Publication	10,000
					Meeting & Travel cost	40,000
					Equipment & Supplies	60,000
					Meeting & Travel cost	84,000
	1.3. BRG basic policies and technical guidance for peat restoration are developed and supported by relevant government agencies	170,000	BRG, UNDP	NORWAY	BRG Staffs	360,000
					Office Rental	180,000
					Office Vehicle	60,000
					Expert Group	288,000
	1.4. BRG accountability system is developed	372,000	BRG, UNDP	NORWAY	Consultants	50,000
					Prototyping	60,000
					Training & Travel cost	40,000
					Publication	20,000
Sub-Total for Output 1				Consultants	126,000	
				Equipment & Supplies	150,000	
				Field Visit	36,000	
				Media Gathering	60,000	
					1,639,000	

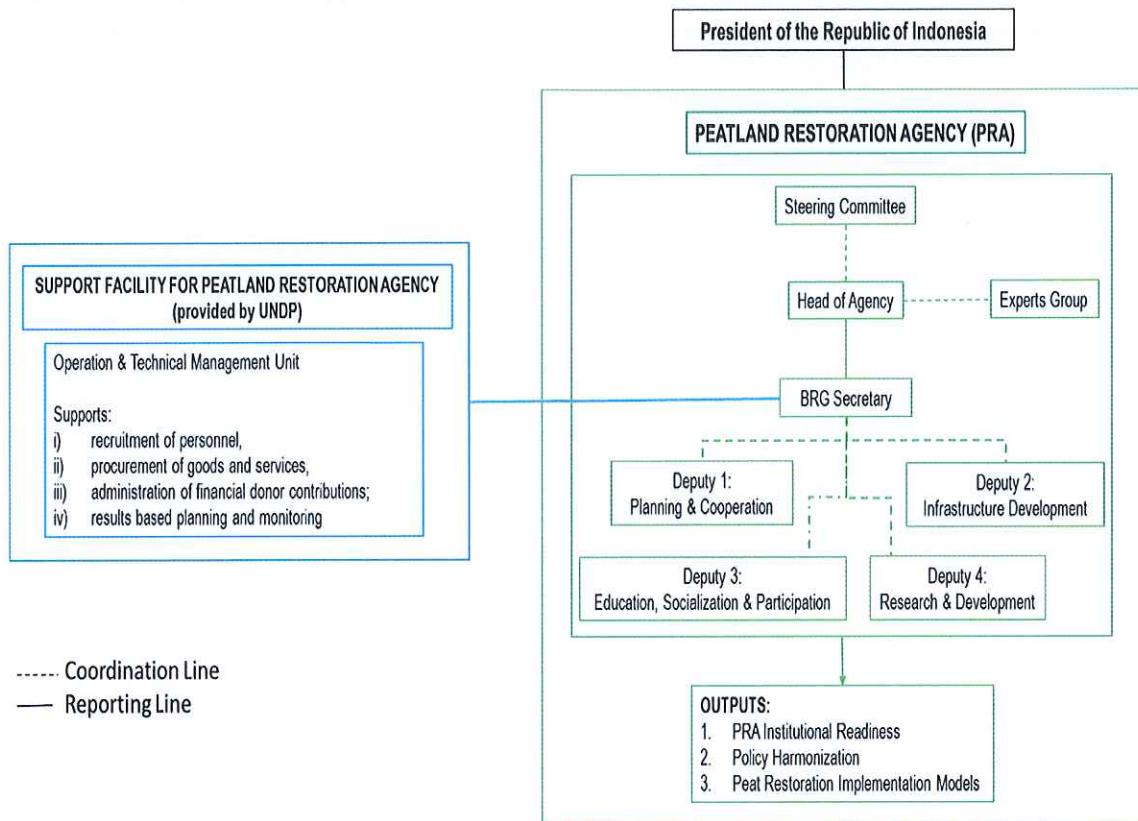
³ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁴ 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	PLANNED BUDGET		
		Y1			Funding Source	Budget Description	Amount
Output 2 : Policy Harmonization	2.1. The revision of the Government Regulation No 71 Year 2014 on Peat Ecosystem Protection and Management is accelerated and the revised articles are well understood by relevant parties	69,000		BRG, UNDP	NORWAY	Consultants	6,000
						Publication	7,000
	2.2. Legal analysis and solid recommendation for each contradictory rules and regulation against Government Regulation No 71 Year 2014, are in place	103,000		BRG, UNDP	NORWAY	Public Consultants	56,000
						Consultants	40,000
	2.3. Legal analysis and legal options for license holders contributing to peat fire outbreaks in BRG targeted peat restoration location (peat hydrological areas), are in place	208,000		BRG, UNDP	NORWAY	Publication	7,000
						Meeting	56,000
						Consultants	80,000
						Field visit	40,000
						Meeting	56,000
						Multi-door training	32,000
	Sub-Total for Output 2					380,000	
Output 3 : Peat Restoration Model	3.1. Draft ministerial decision on peat hydrological areas are in place and ready to be legalised	55,000		BRG, UNDP	NORWAY	Consultants	20,000
						Meeting	35,000
	3.2. Two peat hydrological areas protection and management action plans are developed	660,000		BRG, UNDP	NORWAY	Consultants/ Universities	400,000
						Village Meeting	100,000
						Facilitator	100,000
						Field Visit	60,000
	3.3. Peat restoration models being piloted and results assessed	890,000		BRG, UNDP	NORWAY	Canal blocking	350,000
						Revegetation	140,000
						Backfilling	280,000
						Deep Well	120,000
	Sub-Total for Output 3					1,605,000	
Output 4 : Support Facility Operations Services				BRG	NORWAY	Personnel	136,297
						Field Visit	20,000
	Sub-Total for Output 4					156,297	
General Management Support							302,424

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1			Funding Source	Budget Description	Amount
TOTAL							4,082,721

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



IX. LEGAL CONTEXT AND RISK MANAGEMENT

[NOTE: The following section is required for all project documents, and contains the general provisions and alternative texts for the different types of implementation modalities for individual projects. Select one option from each the legal context and risk management standard clauses and include these in your project document under the Legal Context and Risk Management Standard Clauses headings]

LEGAL CONTEXT STANDARD CLAUSES

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".

RISK MANAGEMENT STANDARD CLAUSES

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds]⁵ [UNDP funds received pursuant to the Project Document]⁶ 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. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

X. ANNEXES

1. Project Quality Assurance Report

2. **Social and Environmental Screening Template** [\[English\]](#)[\[French\]](#)[\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening 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, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

⁵ To be used where UNDP is the Implementing Partner

⁶ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

3. **Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions
4. **Supplemental Provisions to the Project Document: The Legal Context**

ANNEX 1
Project Quality Assurance Report

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL				
OVERALL PROJECT				
EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
<ul style="list-style-type: none"> • APPROVE – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner. • APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. • DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted. 				
RATING CRITERIA				
STRATEGIC				
1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project): <ul style="list-style-type: none"> • 3: The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time. • 2: The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence. • 1: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>			3	2
			1	
			Evidence	
2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project): <ul style="list-style-type: none"> • 3: The project responds to one of the three areas of development work⁷ as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas⁸; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. <i>(all must be true to select this option)</i> • 2: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true to select this option)</i> • 1: While the project may respond to one of the three areas of development work¹ as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan. 			3	2
			1	
			Evidence	

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

⁸ sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

Strategic Plan Areas of Development Work	Strategic Plan New and Emerging Issues
<input checked="" type="checkbox"/> Sustainable Development Pathways <input checked="" type="checkbox"/> Inclusive and effective democratic governance <input type="checkbox"/> Resilience building	<input type="checkbox"/> Sustainable production technologies <input type="checkbox"/> Access to modern energy services <input checked="" type="checkbox"/> Natural resources management <input type="checkbox"/> Extractive industries <input type="checkbox"/> Urbanisation <input type="checkbox"/> Citizen security <input type="checkbox"/> Social protection <input type="checkbox"/> Risk management for resilience

RELEVANT

<p>3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project)⁹:</p> <ul style="list-style-type: none"> • <u>3</u>: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) (<i>all must be true to select this option</i>) • <u>2</u>: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. (<i>both must be true to select this option</i>) • <u>1</u>: The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project. <p>*Note: Management Action must be taken for a score of 1</p> <table border="1"> <tr> <td>ROAR Target Groups:</td> <td>ROAR Target Geographical Areas:</td> </tr> <tr> <td> <input checked="" type="checkbox"/> Extreme poor <input checked="" type="checkbox"/> Women <input type="checkbox"/> Female Headed Households <input type="checkbox"/> Youth <input checked="" type="checkbox"/> Others (specify): <u>..Farmers</u> </td> <td> <input type="checkbox"/> Urban (large cities) <input type="checkbox"/> Urban (small towns) <input type="checkbox"/> Peri-urban (surround metropolitan areas & cities) <input checked="" type="checkbox"/> Rural <input type="checkbox"/> Others (specify): _____ </td> </tr> </table>	ROAR Target Groups:	ROAR Target Geographical Areas:	<input checked="" type="checkbox"/> Extreme poor <input checked="" type="checkbox"/> Women <input type="checkbox"/> Female Headed Households <input type="checkbox"/> Youth <input checked="" type="checkbox"/> Others (specify): <u>..Farmers</u>	<input type="checkbox"/> Urban (large cities) <input type="checkbox"/> Urban (small towns) <input type="checkbox"/> Peri-urban (surround metropolitan areas & cities) <input checked="" type="checkbox"/> Rural <input type="checkbox"/> Others (specify): _____	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Select (all) targeted groups: (drop-down) Evidence</td> </tr> </table>	3	2	1		Select (all) targeted groups: (drop-down) Evidence	
	ROAR Target Groups:	ROAR Target Geographical Areas:									
<input checked="" type="checkbox"/> Extreme poor <input checked="" type="checkbox"/> Women <input type="checkbox"/> Female Headed Households <input type="checkbox"/> Youth <input checked="" type="checkbox"/> Others (specify): <u>..Farmers</u>	<input type="checkbox"/> Urban (large cities) <input type="checkbox"/> Urban (small towns) <input type="checkbox"/> Peri-urban (surround metropolitan areas & cities) <input checked="" type="checkbox"/> Rural <input type="checkbox"/> Others (specify): _____										
3	2										
1											
Select (all) targeted groups: (drop-down) Evidence											
<p>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • <u>3</u>: Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. • <u>2</u>: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives. • <u>1</u>: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Evidence					
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Evidence											

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Evidence							
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3	2						
1							

⁹ This question will have a "Not Applicable" checkbox which can be activated for global and regional projects, or country projects with clearance from the RBx desk officer.

<p>5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • <u>3</u>: A participatory gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> • <u>2</u>: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> • <u>1</u>: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p>Evidence</p>						
<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • <u>3</u>: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true to select this option)</i> • <u>2</u>: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified. • <u>1</u>: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Evidence	
3	2						
1							
Evidence							
<p>SOCIAL & ENVIRONMENTAL STANDARDS</p>							
<p>7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • <u>3</u>: Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true to select this option)</i> • <u>2</u>: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. • <u>1</u>: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Evidence	
3	2						
1							
Evidence							
<p>8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • <u>3</u>: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. <i>(all must be true to select this option)</i>. • <u>2</u>: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget. 	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Evidence	
3	2						
1							
Evidence							

<ul style="list-style-type: none"> • <u>1</u>: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>							
<p>9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	<table border="1"> <tr> <td data-bbox="1268 271 1337 331">Yes</td> <td data-bbox="1337 271 1402 331">No</td> </tr> <tr> <td colspan="2" data-bbox="1268 331 1402 432">SESP Not Required</td> </tr> </table>	Yes	No	SESP Not Required			
Yes	No						
SESP Not Required							
MANAGEMENT & MONITORING							
<p>10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • <u>3</u>: The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. <i>(all must be true to select this option)</i> • <u>2</u>: The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. <i>(all must be true to select this option)</i> • <u>1</u>: The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td data-bbox="1268 495 1337 524">3</td> <td data-bbox="1337 495 1402 524">2</td> </tr> <tr> <td colspan="2" data-bbox="1268 524 1402 553" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" data-bbox="1268 553 1402 1032" style="text-align: center;">Evidence</td> </tr> </table>	3	2	1		Evidence	
3	2						
1							
Evidence							
<p>11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?</p>	<table border="1"> <tr> <td data-bbox="1268 1032 1337 1122">Yes (3)</td> <td data-bbox="1337 1032 1402 1122">No (1)</td> </tr> </table>	Yes (3)	No (1)				
Yes (3)	No (1)						
<p>12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • <u>3</u>: The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(all must be true to select this option)</i>. • <u>2</u>: The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true to select this option)</i> • <u>1</u>: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td data-bbox="1268 1122 1337 1151">3</td> <td data-bbox="1337 1122 1402 1151">2</td> </tr> <tr> <td colspan="2" data-bbox="1268 1151 1402 1180" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" data-bbox="1268 1180 1402 1570" style="text-align: center;">Evidence</td> </tr> </table>	3	2	1		Evidence	
3	2						
1							
Evidence							
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • <u>3</u>: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. <i>(both must be true to select this option)</i> • <u>2</u>: Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk. • <u>1</u>: Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document. <p>*Note: Management Action must be taken for a score of 1</p>	<table border="1"> <tr> <td data-bbox="1268 1570 1337 1599">3</td> <td data-bbox="1337 1570 1402 1599">2</td> </tr> <tr> <td colspan="2" data-bbox="1268 1599 1402 1628" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" data-bbox="1268 1628 1402 1928" style="text-align: center;">Evidence</td> </tr> </table>	3	2	1		Evidence	
3	2						
1							
Evidence							
EFFICIENT							

<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.</p>	<p>Yes (3)</p>	<p>No (1)</p>
<p>15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)</p>	<p>Yes (3)</p>	<p>No (1)</p>
<p>16. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> • 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. • 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates. • 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget. 	<p>3</p>	<p>2</p>
1		
Evidence		
<p>17. Is the Country Office fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> • 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) • 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <p>*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.</p>	<p>3</p>	<p>2</p>
1		
Evidence		
EFFECTIVE		
<p>18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. <i>(both must be true to select this option)</i> • 2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments. • 1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p>3</p>	<p>2</p>
1		
Evidence		
<p>19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?¹⁰</p> <ul style="list-style-type: none"> • 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions. 	<p>3</p>	<p>2</p>
1		
Evidence		

¹⁰ This question will have a "Not Applicable" checkbox which can be activated for global and regional projects, or country projects with clearance from the RBx desk officer.

<ul style="list-style-type: none"> • <u>2</u>: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions. • <u>1</u>: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project. 		
20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?	Yes (3)	No (1)
21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum. *Note: Management Action or strong management justification must be given for a score of "no"	Yes (3)	No (1)
	Evidence	
22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project):	3	2
<ul style="list-style-type: none"> • <u>3</u>: The project has a realistic work plan & budget covering the duration of the project <i>at the activity</i> level to ensure outputs are delivered on time and within the allotted resources. • <u>2</u>: The project has a work plan & budget covering the duration of the project at the output level. • <u>1</u>: The project does not yet have a work plan & budget covering the duration of the project. 	1	
	Evidence	
SUSTAINABILITY & NATIONAL OWNERSHIP		
23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project) ¹¹ :	3	2
<ul style="list-style-type: none"> • <u>3</u>: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. • <u>2</u>: The project has been developed by UNDP in close consultation with national partners. • <u>1</u>: The project has been developed by UNDP with limited or no engagement with national partners. 	1	
	Evidence	
24. Are key institutions and systems identified, and is there a strategy for strengthening specific/comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project) ¹² :	3	2.5
<ul style="list-style-type: none"> • <u>3</u>: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • <u>2.5</u>: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities. • <u>2</u>: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • <u>1.5</u>: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. • <u>1</u>: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions. 	2	1.5
	1	
	Evidence	
25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.) to the extent possible? ¹³	Yes (3)	No (1)
26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?	Yes (3)	No (1)

¹¹ This question will have a "Not Applicable" checkbox which can be activated for global and regional projects

¹² This question will have a "Not Applicable" checkbox which can be activated for global and regional projects, or country projects with clearance from the RBx desk officer.

¹³ This question will have a "Not Applicable" checkbox which can be activated for global and regional projects, or country projects with clearance from the RBx desk officer.

ANNEX 2
Social and Environmental Screening

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? ¹⁴	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?	Yes
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	Yes
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	Yes
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?	Yes
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
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

¹⁴ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	NO
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ¹⁵ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
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		

¹⁵ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

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? ¹⁶	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)?	Yes
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	Yes
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	Yes
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?	No

¹⁶ 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.

	<i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	Yes

ANNEX 3
Risk Analysis

Risks	Impact	Risk Type/Level	Mitigation
<p>1. Delivery of key services and supporting mechanisms of peatland restorations are delayed</p> <p>2. Difficulties in identifying qualified and committed staffs who are willing to serve BRG</p> <p>3. The risk of UNDP service delivery being delayed due to internal staff capacity limitations</p> <p>4. UNDP rules and regulations preventing quick execution of recruitment and procurement services.</p>	<ul style="list-style-type: none"> This results in the delay of BRG in delivering their mandates and achieving their objectives 	Organizational/Low	<ul style="list-style-type: none"> UNDP will ensure a good procurement and recruitment plan by looking at the types of activities expected to be conducted by BRG UNDP will develop a comprehensive roster of experts for efficient staff recruitment process UNDP will expedite the procurement process by establishing Long Term Agreement with vendors and third parties In the case that UNDP cannot find qualified staffs for BRG, the deliverables will be procured to third parties rather than staff recruited The staff allocation for BRG support facility has been through a thorough assessment based on the prediction on the types of services and volumes of works. If delayed arise, UNDP will assess whether these are caused by the capacity of staff or the volume of works that exceed our prediction. When delayed is caused by the capacity of staff we will replace with a more capable one, while when delayed is caused by the volume of works UNDP will discuss it with BRG To expedite the delivery of services, UNDP implements this project through a fast track mechanism
<p>5. Evidences of corruption and/or misuse arise</p>	<ul style="list-style-type: none"> Fraud related to the delivery of services from third parties or vendors arise 	Organizational/Low	<ul style="list-style-type: none"> UNDP will uphold the principle of its Anti-Fraud Policy and apply standard and regulation in terms of fiduciary standard, fair procurement and recruitment. UNDP has zero tolerance for fraud, meaning that all incidents of fraud are to be reported and will be investigated in accordance with established investigation guidelines.
<p>6. Uncertain position of BRG into the existing bureaucracy of each ministry,</p>	<ul style="list-style-type: none"> Inefficient coordination of peatland restoration among ministries 	Political/Medium	<ul style="list-style-type: none"> BRG will employ a senior staff to liaise with 17 echelons one from related ministries that are listed in the Presidential Decree No 1/2016

Risks	Impact	Risk Type/Level	Mitigation
agency and local government	<ul style="list-style-type: none"> and other state agencies • Failure of government/line ministries to cooperate slows down restoration efforts. 		
7. Commitment of the GOI to restore and protect peatland do not remain firm particularly in allocating required budget for BRG	<ul style="list-style-type: none"> • Lacking high-level support, progress in programme implementation is impeded • Target to restore 2 MH peatland is not/partially achieved 	Political/Low	<ul style="list-style-type: none"> • BRG will continue to ensure that commitment remains firm at the highest level of the GoI, with attention on building ministerial partnership and coordination, as well as seeking political support from the President. It will be through agreed peat restoration action plan endorsed by the President. • BRG will work closely with MOEF, Bappenas, Ministry of Finance and Ministry of Public Works to ensure budget allocation for BRG in the APBNP 2016.
8. Insufficient political imperative to support peatland restoration and protection through legal and legislative reform	<ul style="list-style-type: none"> • Contradictions in legislation and regulations unresolved • Incentives for political reform not in place 	Political/Medium	<ul style="list-style-type: none"> • Ensure high-level political support and involvement especially that of the line ministries and parliaments to ensure sufficient legislative reforms and outcomes. • Capitalise on the strong political support from President Jokowi • Ensure rigorous and clear analysis of policies related with peatland is in place to provide comprehensive overview on peatland governance in Indonesia
9. Sub-national government reluctant to participate in peatland restoration and protection	<ul style="list-style-type: none"> • Reduction of geographical scope of implementation • Delay or cancelation in the execution of restoration models 	Political/Medium	<ul style="list-style-type: none"> • Ensure political support from governors of respective provinces by engaging with priority provinces through BRG Provincial Unit • Working closely with BRG Provincial Unit by positioning members of BRG expert panel of respective provinces in the Unit
10. Overlapping and unclear roles and responsibilities of deputies	<ul style="list-style-type: none"> • Lack of coordination between deputies will result in the delay or partial 	Organizational/Medium	<ul style="list-style-type: none"> • BRG Deputies' workplans will be designated critical success factors and accordingly monitored directly by the head of the BRG in addition to standard monitoring of Work Plans

ANNEX 4
Supplemental Provisions to the Project Document¹⁷: 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 (the particular country or territory), 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 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

¹⁷ Standard annex to project documents for use in countries which are not parties to the Standard Basic Assistance Agreement (SBAA).

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 Manager¹⁸ 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 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

¹⁸ May also be designated Project Co-ordinator or Chief Technical Adviser, as appropriate.

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.