



Empowering lives
Sustaining nations

PROJECT DOCUMENT

Botswana

Project Title: *Support to the Ministry of Finance and Economic Development to Lead in the Coordination of SDGs Implementation in Botswana.*

Project Number:

Implementing Partner: *Ministry of Finance and Economic Development/SDGs National Secretariat*

Start Date: *January 2018* **End Date:** *December 2021* **LPAC Meeting date:**

Brief Description

The project has been designed with the primary objective of supporting the Government of Botswana with the implementation of the SDGs, the SDGs Roadmap and other strategic emerging issues such as South-South and Triangular Cooperation (SS&TrC) and human development in Botswana. In support of the SDGs, an institutional framework has been established through the Ministry of Finance and Economic Development (MFED) and it comprises the SDGs National Steering Committee (NSC) and SDGs Technical Task Force (TTF), both supported by a National Secretariat (NS) established within the MFED. The NSC is co-chaired by the Secretary for Economic and Financial Policy in the MFED and the United Nations Resident Coordinator (UNRC). The TTF is co-chaired by the Director of the Population and Development Coordination Section of the MFED and the UNDP Economic Advisor. The MFED has the responsibility of leading and coordinating the implementation of the SDGs in Botswana in collaboration with the established institutional framework and other line ministries leading on other emerging developing issues like SS&TrC and human development. The NS will support the Ministry and the NSC to implement the SDG Roadmap and overall the SDGs with the technical support of the TTF. The process will involve all key stakeholders that have a role to play in the implementation of the SDGs and the National Roadmap at the national and local levels.

Contributing Outcome (UNSD/CPD, Vision 2036 & NDP11):

Indicative Output(s) with gender marker²:
Output 1: GEN2; Output 2: GEN2; Output 3: GEN2;
Output 4: GEN2

Total resources required:	1,066,000	
Total resources allocated:	UNDP TRAC:	
	Donor:	
	Government:	
	In-Kind:	
Unfunded:		

Agreed by (signatures)¹:

Government	UNDP	Implementing Partner
	 17/16/2018	
Print Name: D. Nyamagaza	Print Name: Jacinta Barrins	Print Name:
Date: 18/06/18	Date:	Date:

¹ Note: Adjust signatures as needed

² The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

So far, the Government of Botswana, under the guidance and oversight of the NSC and with technical support from the TTF, has prepared the National SDGs Roadmap that is expected to be implemented during the phases of the National Development Plans 2017-2023 and 2024-30, just within the period the SDGs. The Roadmap is a national strategy document that identifies the broad strategic areas that will be implemented during these phases to achieve the SDGs in Botswana. Whilst the responsibility for providing policy guidance for the implementation of the SDGs lies with the NSC, the implementation of this Roadmap at the technical level will be led by MFED/SDGs National Secretariat with the support of the Technical Task Force, hence the need to beef up its human and institutional capacity to fulfil this important mandate given to it by the Government of Botswana.

As such, the critical development challenge that will be addressed by this project will include the following:

- i) Addressing the critical capacity gap within the MFED/SDGs National Secretariat to support the MFED and NSC to oversee the implementation of the SDGs. The Secretariat is grossly understaffed, thus prohibiting it from performing the key functions assigned to it. Further, the staff in the Secretariat, the Director and two Economists, are equally overloaded with key government functions assigned to the Population and Development Coordination Section. The Secretariat coordinates and implements the Addis Ababa Declaration of Population and Development (AADPD), formally ICPD under the auspices of the National Council on Population and Development (NCPD). The functions of this Section are performed through three Sub-Committees. Given this heavy workload, which must be performed in consultation with other sector ministries and departments, it is very challenging to effectively and efficiently support the MFED through the NSC to implement the SDGs in Botswana.

Therefore, the capacity of the Secretariat be strengthened with a dedicated Project Manager and Communications Officer for a period of four years and they both will support the Secretariat in the implementation on the SDGs, the Roadmap and SDGs Communications Strategy together with existing staff in the Secretariat.

- ii) Supporting the implementation of key interventions defined in the National SDGs Roadmap. The strategic components of the Roadmap are following:
 - a) National Ownership, Leadership and Coordination;
 - b) Advocacy, Sensitization and Awareness;
 - c) Planning and Implementation;
 - d) Data, Monitoring, Reporting and Evaluation;
 - e) Strengthening Institutional Arrangements for rolling out the SDGs; and
 - f) Policy support and research on thematic SDGs.

Under each of these components, there are clear strategic interventions expected to be implemented at the national and sub-national levels in consultation with all development actors. It is certainly true that technical and financial support will be required to support the implementation of these strategic interventions.

- iii) Under this project, other strategic interventions and emerging issues are expected to be supported as well. Key among these are South-South and Triangular Cooperation, human development and data for development (D4D).
- iv) In terms of resource mobilization, which is considered here as a challenge and a serious need, effort will be made to mobilize resources to support the implementation of the project, specifically all strategic interventions defined in it. In this regard, technical and financial resources will be mobilized from all development actors including Government, the donor community, the United Nations Development System (UNDS), Private Sector, Civil Society, and Academic and Research Institutions.

During the MDG era, the absence of a strong institutional framework and a fully functional coordination structure in many developing countries led to poor oversight and performance in the implementation of the MDGs. This is therefore an important lesson that is taken forward, as we support the implementation of the SDGs in Botswana. Therefore, a well capacitated and adequately resourced institutional framework and coordination system that will support the coordination and implementation the SDGs need to be established and fully operational.

The Government of Botswana must be commended in this regard for taking a bold step to establish this institutional framework through the MFED in consultation with its development partners and coordination structure through the National Secretariat, which is based within the MFED.

However, effort must be made to strengthen these establishments to have them perform their functions to lead and coordinate the implementation of the SDGs in Botswana. The establishments in place are the MFED (as the lead government coordinating body and supported by the SDGs National Secretariat), the National Steering Committee and the SDGs Technical Task Force.

The multi-sectoral nature of the existing institutional framework is highly commendable, in that it includes sector ministries, departments, and local authorities; development partners (bilateral and multilateral organizations); civil society organizations; and the private sector. However, effort must be made to ensure that there is representation from grassroots organizations, youth and women's organizations, people with disabilities (PWDs), traditional leaders, community development practitioners, academic and research institutions and other members of society.

- c) The formulation of a **communications strategy** and operational plan led by a trained communications officer to support advocacy and sensitization through awareness raising on the 17 SDGs, 169 targets and 230 indicators. The communications officer is expected to be recruited by the Government of Botswana and placed in the Secretariat. This is critical for ensuring that the public is equally and actively involved in the implementation of the SDGs and have a say in the articulation of policies and strategies that are gender responsive and sensitive to the SDGs and the needs of all members of society including policy-makers, donors, development partners, the business community, civil society, children, youth, women, the elderly, traditional leaders, PWDs, and the grassroots at community level.
- d) **Enhanced Data, Monitoring, Reporting and Evaluation systems:** In the absence of timely and reliable disaggregated data, monitoring, reporting and evaluating Botswana's performance against the SDGs targets and indicators will prove to be a challenge, as was the case in many countries with the MDGs. Disaggregated data are therefore critical change instrument for driving evidence-based development planning and management, as well as policy-making at national and sub-national levels, especially for the most vulnerable groups in society. Timely generation of reliable disaggregated data and effectively monitoring implementation of the SDGs will highly depend on the establishment of an integrated monitoring and evaluation system. Such system will be critical for enabling joint measurement and reporting on progress of the SDGs at national and sub-national levels.
- e) **Funding:** This is a critical driver of change. Hence, there is a need to pool-fund to support the development of interventions and the implementation of the SDGs at national and sub-national levels. This will require an integrated approach to resource mobilization by key collaborating partners on the SDGs. So, effort must be made by the Government of Botswana to forge strategic partnerships with various actors including the private sector and development partners on the SDGs and other development interventions, not only through implementation but also through joint funding and monitoring of development results. Perhaps the need to undertake a development finance assessment based on experiences from other emerging economies could provide a good entry for this endeavour.

courses on various aspects of the SDGs (planning, mainstreaming, data collection and analysis, and monitoring, reporting and evaluation will be developed in collaboration with academic and training institutions and provided to these sector ministries and departments as well as other actors at national, regional, local and community levels such as traditional leaders and community development practitioners.

Component 3: Advocacy and sensitization on the SDGs at national, regional, local, and community levels across the country.

In addition, as part of localizing the SDGs, specific advocacy activities will be undertaken to ensure that no one is left behind and that the public is aware and involved in the implementation of the SDGs. This is an important initiative that will help to institutionalize citizens' empowerment, engagement and a participatory process, thereby giving a voice to citizens in the implementation of the SDGs. This will be facilitated through a well-developed communications strategy and operational plan that is currently being developed. Outreach will involve various stakeholders in the society who would be sensitized and made aware about the SDGs. These will include civil society, the private sector, parliamentarians, community-based organizations, media, academic institutions, youth and women's organizations, people with disabilities, traditional leaders, community development practitioners, and relatively all members of the public. The means for such advocacy and sensitization will be through live events, printed materials in the local language, print and electronic media, seminars, workshops, billboards, trainings, brochures, forums and use of social media. Civil society, the private sector, academic and training institutions, local communities, the media, and development partners will be some of the major players to partner with in undertaking such advocacy and sensitization campaigns on the SDGs.

Component 4: Enhanced support provided to policy development, knowledge products, South-South & Triangular Cooperation, human development, and data for development on the SDGs to inform evidence-based planning, monitoring, reporting on the SDGs and related strategic interventions.

This project will also provide support to policy development and the production of knowledge products based on Botswana's experience on the SDGs. This will be done in collaboration with academic and research institutions and think tanks. Specific knowledge products and publications will include newsletters, policy papers, policy briefs, brochures, SDG reports and other strategic materials on the SDGs.

Other strategic interventions and emerging development issues will also be supported under this component of the project. Such support will mainly focus on South-South and Triangular Cooperation, human development and other strategic SDG related issues that may emerge during the lifespan of this project and which may need to be supported.

Further, building on the lessons learned from the MDGs, there is increased awareness on the need for disaggregated data to inform evidence-based policy making and effective development planning, and budgeting on the one hand; and monitoring, evaluation and reporting on the SDGs on the other hand. This is particularly important in the case of the most vulnerable population (children, youth, women, PWDs, and the elderly) in the society and the drive to address their needs and other difficult development challenges of our time. In addition, reporting on the progress made in the implementation of the SDGs at the national and sub-national levels would need to be heavily supported by disaggregated data generated in the country. The MFED will be expected to coordinate the development of regular SDG progress reports, an indication that it would need to work with Statistics Botswana, National Strategy Office and sectors ministries to develop these reports. In this regard, through this project support will be provided to data analysis to enhance monitoring and reporting on the SDGs.

Resources Required to Achieve the Expected Results

To achieve the earmarked expected results of the four project components, it will require a well-coordinated effort, with the Government of Botswana through the Ministry of Finance and Economic Development demonstrating strong ownership and leadership as well as the political will and commitment across all sectors and institutions including the executive, judiciary and parliament. The role of the private sector and the international community cannot be overemphasized. Forging strategic partnerships with the private sector and development partners in supporting the implementation, monitoring, reporting and evaluation of the SDGs will be value addition to the results expected of the SDGs.

In this engagement, the principles of equity, equality, inclusion, leaving no one behind, and conflict-sensitive and integrated approaches must be at the heart of implementing the 2030 Agenda and the SDGs in the country, to ensure the targeting of marginalized and disempowered groups like children, youth, women, the elderly and PWDs in the implementation of the SDGs.

South-South and Triangular Cooperation (SSC/TrC)

South-South and Triangular Cooperation (SS&TrC) has emerged as an important vehicle to accelerate human development, and has now assumed greater importance in the Global South and emerging developing economies like Botswana. It has increasingly demonstrated enormous contributions to development results through a variety of flexible cooperation modalities, including knowledge exchanges, technology transfers, financing, peer-to-peer support and neighbourhood initiatives.

Further, as per the outcome document of the third international conference on financing for development, developing countries were encouraged to voluntarily step up their efforts to strengthen SS&TrC, and further improve development effectiveness in line with the call of the Busan High-Level Forum. In addition, the 2030 Agenda along with its 17 SDGs stresses the importance of SSC in the implementation process. Specifically, SDG 17 places emphasis on the critical role of SS&TrC in achieving the ambitious 2030 Agenda.

In view of the above, SS&TrC will be an integral part of this project, leveraging on lessons learnt and best practices in other upper middle-income countries and emerging economies. This will be achieved by facilitating participation in seminars, workshops, forums, trainings, and bench-marking study tours in the region and in the Global South, as well as support the Government of Botswana to prepare its SS&TrC Strategy and action plan on the one hand and its monitoring and evaluation framework on the other hand.

Knowledge

Knowledge generation, management and dissemination will be integral part of the project as part of enhancing visibility and disseminating success stories of the project and the SDGs at national and sub-national levels. This will be obtained through the production of knowledge products such as national SDG progress reports, national SDGs Acceleration Framework report, SDG sector reports, newsletters, policy papers and briefs on topical SDG related issues and research on policy issues. These products are expected to give more visibility to the implementation of the SDGs in Botswana.

Sustainability and Scaling Up

The first line of responsibility for the implementation of the SDGs at national and sub-national levels rests with the Government of Botswana. To ensure that it performs this normative role, it will require the demonstration of high political will and commitment, and being in the driving seat and ensuring adequate financial support from its national budget to support the implementation of the SDGs.

Therefore, national ownership and leadership will be critical for ensuring sustainability of the implementation of the SDGs at the national and sub-national levels. To ensure sustainability of the project key deliverables, building and enhancing the capacities of national and sub-national institutions will be an integral part of the project. Further, where applicable, pilot initiatives will be planned and undertaken, and once successful will be replicated in other parts of the country.

V. RESULTS FRAMEWORK²

² UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

³ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

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.	NS/NSC/TTF	
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.	NS	
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.	NS/TTF	
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.	UNDP	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	NSC/TTF/NS	

VII. MULTI-YEAR WORK PLAN ⁵⁶

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

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET	
		Y1	Y2	Y3	Y4		Funding Source	Budget Description Amount
Output 1: Enhanced capacity of the MFED through the SDGs National Secretariat to ably coordinate and lead the implementation of the SDGs in Botswana	1.1 Strengthen the capacity of the National SDGs Secretariat (NS) in the MFED by recruiting and placing therein a i) Project Manager at the NOC level	64,000	64,000	64,000	64,000	MFED/NS/NSC	GoB/MFED, UNDS	256,000
	1.2 Strengthen the capacity of the National SDGs Secretariat (NS) in the MFED by recruiting and placing therein a ii) Communication Officer	50,000	50,000	50,000	50,000	MFED/NS/NSC	GoB/MFED, UNDS	200,000
	1.3 Ensure the necessary support is provided to the NSC and Technical Task Force to perform their functions. This will require preparing for meetings, drafting reports, taking minutes of meetings, updating the NSC on the implementation of the SDGs, contributing to policy discussions on the SDGs and performing any other functions as may be required by the NSC.	4,000	4,000	4,000	4,000	MFED/NSC	GoB/MFED, UNDS,	16,000
	1.4 Develop an operational annual work plan	1,000	1,000	1,000	1,000	NS/ITF	GoB/MFED, UNDS, Private Sector & other partners (donors)	4,000

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

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

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Given the challenging nature of project management, it certainly requires a broad mix of skills in handling, processing and communicating information. As such, effort will be made to invest in and engage with the people who will be involved in the project management process, which will contribute to achieving the project results. On this basis, this section speaks of the roles of various actors who will be involved in the implementation of this project, and overall the SDGs and SDGs Roadmap.

The Project Board/SDGs National Steering Committee

The role of the Project Board (PB) in this project will be played by the SDGs National Steering Committee. This Committee is primarily responsible for providing overall governance and policy guidance to the implementation of the SDGs, hence this project and the SDGs Roadmap. The PB, as per the diagram showcasing the structure of the project, comprises the Executive, the Senior Beneficiary and Senior Supplier.

The Senior Beneficiary

In this project, the role of the Senior Beneficiary will be played by the MFED/SDGs National Secretariat. Its key function is to represent the interests of the partners during the implementation of the project, the SDGs and SDGs Roadmap. It is expected to specify the benefits of the project and ensure that the key deliverables of the project have been met as agreed and approved in the NSC meetings.

The Executive

The Executive in this project comprises the Permanent Secretary of the MFED and United Nations Resident Coordinator. They both will provide policy guidance and overall supervision of the project and the overall implementation of the SDGs and its National Roadmap. Further, they will ensure that the key project interventions are focused throughout the life of this project to achieve the primary objectives and earmarked deliverables. In the discharge of their functions, they will be supported by the Senior Beneficiary and the Senior Supplier to ensure that the project gives value for money, ensuring a cost-conscious approach, balancing the demands of the partnering institutions and those whose lives are intended to be impacted by the project, and overall the SDGs.

The Senior Supplier

The Senior Supplier comprises the MFED/National Secretariat, UNDS, Donors, Private Sector and other partners. These partners will represent the interests of those designing, developing, facilitating, procuring and implementing the project's interventions. This role is accountable for the quality of interventions delivered by the project and is responsible for the technical integrity of the project. Additional functions of this group will be to assess and confirm the viability of the project approach, ensure that proposals for designing and developing the products are realistic, advise on the selection of design, development and acceptance methods, ensure that the resources required for the project are made available, and make decisions on escalated issues. This group will be heavily assisted by the Technical Task Force in the discharge of its functions.

Project Manager and Project Management Team

The Project Manager will be recruited under this project and placed in the MFED to form part of the SDGs National Secretariat. In addition, a dedicated Communication Officer will be recruited and placed in the Secretariat as well and will be responsible for supporting the existing Secretariat staff in the implementation of the SDGs Communications Strategy. Both the Project Manager and the Communication Officer will work under the direct supervision of the head Secretariat in the MFED with some reporting line to the UNDP Resident Representative during the implementation of the project, to support the implementation of the SDGs, the Roadmap, SS&TrC, human development and other strategic emerging issues under the guidance and oversight of the NSC and technical support from the TTF.

IX. LEGAL CONTEXT

Where the country has signed the *Standard Basic Assistance Agreement (SBAA)*

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

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

X. RISK MANAGEMENT

Government Entity (NIM)

1. Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

XI. 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).*
3. *Risk Analysis. Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions*
4. *Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)*
5. *Project Board Terms of Reference and TORs of key management positions*