## Implementation of the Secretary-General's Call to Action on Human Rights

#### **Key results:**

- Bringing the UN System together in preventing human rights violations and offering key support, in this regard, to field leaders and UN Country Teams in developing countries.
- UN support to particularly developing countries to ensure that human rights principles inform implementation of the 2030 Agenda on Sustainable Development.
- UN ensures that Resident Coordinators, UN Country Teams and heads of United Nations peace operations develop partnerships with civil society organizations particularly in developing countries.
- UN increases support to especially developing countries at field level on promoting the right to a safe, clean, healthy and sustainable environment and access to justice for environmentrelated concerns.

#### Justification for support:

The overall objective of the commitment is to strengthen respect for human rights, particularly in developing countries, through the implementation of the Secretary-General's Call to Action on Human Rights. There is a special focus on 7 areas, whereas the The first key area – rights at the core of sustainable development - specifically fleshes out actions to strengthen the UN's support to Member States in advancing the 2030 Agenda through a human rights-based approach, recognizing that sustainable development must be underpinned by human rights.

There is a clear link between the Call to Action and the strategic aim of Denmark's strategy for development cooperation and humanitarian action in promoting HRBA. This is considered paramount to fulfil the global obligation of making the Sustainable Development Goals a reality for everyone, and it enables the building of sustainable societies where individuals can create a future for themselves and their family.

## Major risks and challenges:

- Risks that may slow down implementation of this initiative includes bureaucratic obstacles, internal reluctance by UN actors, and in sufficient member states support
- To mitigate the risks a coordination mechanism under the authority of the ASG for Strategic Coordination to ensure a continuous dialogue with relevant UN entities will be established. Further, the UN will actively engage with Member States to obtain their commitment to the different key areas and actions in the Call to Action.

File No.	2020-1	678				
Country	United	United States of America				
Responsible Unit		Permanent Mission of Denmark to the United Nations in New York				
Sector	Multila	iteral				
Partner	The Executive Office of the Secretary-General of the United Nations ("EOSG")					
DKK mill.	2020	2021				Tot.
Commitment	13					13
Projected ann. disb.	6.5	6.5				13
Duration	XX April 2020 to 31 December 2021					
Previous grants	Not to related projects of the EOSG.					
Finance Act code	§ 06.32.07.80 Demokrati og Menneskerettigheder (DKK 3 mio.) og § 06.36.06.24 Diverse multilaterale bidrag (DKK 10 mio.)					
Head of unit	Martin	Bille H	ermann			
Desk officer	Rasmus Jarak Nexø Jensen					
Reviewed by CFO	YES: Jocelyn Sacopayo Schmidt					
Relevant SDGs /Max	imum 1 -	- highligh	t with gre	ν7		

1 Hurr Hi,iH No Poverty	No Hunger	Good Health, Wellbeing	Quality Education	Gender Equality	Clean Water, Sanitation
Affordable Clean Energy	Decent Jobs, Econ. Growth	Industry, Innovation, Infrastructure	10 HINGED  Reduced Inequalities	Sustainable Cities, Communities	Responsible Consumption & Production
13 PLACE THE CLIMATE Action	Life below Water	15 in Land	Peace & Justice, strong Inst.	17 Harting and Section 19 Harting and Section	

#### Strategic objectives:

Strengthen respect for human rights, particularly in developing countries, and to bring the UN System together in preventing human rights violations and offering key support, in this regard, to field leaders and UN Country Teams in developing countries

## Justification for choice of partner:

The United Nations is in a unique position to advance the promises of the UN Charter and ensure respect for human rights. Furthermore, the centralization of the initiative under the authority of the ASG for Strategic Coordination, with a direct link to the Secretary General, will ensure the best possible conditions for UN system-wide implementation.

#### Summary:

The Secretary General's Call to Action on Human Rights is after its launching widely considered as the most ambitious human rights agenda of a UN Secretary-General. The 7 calls will promote and ensure respect for human rights across the UN system to the benefit of particular developing countries where the vast majority of UN presence is located. The contribution of DKK 13 million ensure coordination of this crucial and necessary agenda until the end of 2021.

#### Budget:

ı	Contribution to the EOSG	DKK 13 million
	Total	DKK 13 million

## IMPLEMENTATION OF THE SECRETARY-GENERAL'S CALL TO ACTION ON HUMAN RIGHTS

## **Development engagement document**

#### 1. Introduction

The present development engagement document details the objectives and management arrangements for the development cooperation concerning Implementation of the *Secretary-General's Call to Action on Human Rights* from XX April 2020 to 31 December 2021 as agreed between the parties specified below.

#### 1.1 Parties

The Permanent Mission of Denmark to the United Nations in New York (hereinafter "Mission of Denmark") and the Executive Office of the Secretary-General of the United Nations (hereinafter "EOSG")

#### 1.2 Documentation

"The Documentation" refers to the partner documentation for the supported intervention, which is the "The Highest Aspiration – A Call to Action for Human Rights" by Antonio Guterres, United Nations Secretary General.

#### 1.3 Contributions

Denmark, represented by the Mission of Denmark, commits to a contribution to the engagement of

DKK 13,000,000 (thirteen million Danish Kroners)

for the period XX April 2020 to 31 December 2021.

## 2. Background

Current and evolving challenges are raising worrying questions about respect for human rights. While progress has been made with respect to the way the UN works on development and peace and security, further efforts are needed to achieve more tangible results in the area of respect for human rights. More must be done to rekindle the hope of individuals and communities that human rights and fundamental freedoms can create a better world in which they can thrive.

The United Nations is in a unique position to advance the promises of the Universal Declaration on Human Rights in ways that are not remedial and palliative while providing clear support and direction to improve the situation for people on the ground, in a manner that contributes to crises being prevented, reduced or resolved. It is equally crucial for human rights to play a critical role in defining governance of the future, including from the perspective of inter-generational justice, notably in relation to climate change, challenges posed by cybersecurity developments, the nuclear threat and environmental degradation.

Against this backdrop, the Secretary-General has announced his Call to Action on how to revitalize and renew the human rights agenda for the 21<sup>st</sup> century and broaden its base of support by reaching out to its critics and engaging in dialogue and conversations with societies at large.

Premised on his commitment to make human rights and human dignity the core of the UN's work, the Secretary-General's Call to Action takes the promise of the Universal Declaration of Human Rights and aims to make it a reality in everything the UN does.

The Secretary-General's Call to Action will focus on 7 key areas: (1) rights at the core of sustainable development; (2) rights in times of crisis; (3) gender equality and equal rights for women; (4) public participation and civic space; (5) rights of future generations, especially climate justice; (6) human rights at the heart of collective action; and (7) new frontiers of human rights (see attached documentation). Work under these seven areas is premised on the fact that human rights are universal and indivisible, encompassing all rights: economic; social; cultural; political; civil. In this regard, all initiatives under the Call to Action will be based on solid evidence and norms and will be guided by the voices of those whose rights are affected, particularly in developing countries. Similarly, all actions will be anchored in national ownership, yet linked up globally. They will seek to bolster broad and sustained engagement with states, civil society and other stakeholders, and will be intrinsically linked to the Sustainable Development Agenda. Moreover, the Call to Action is underpinned by a strong focus on gender equality and women rights.

The work will build upon and further action taken under the Human Rights up Front initiative and in follow-up to the recommendations made by Mr. Gert Rosenthal in his report on UN's conduct in Myanmar. These activities contribute to furthering the Call to Action by better bringing the UN System together in preventing human rights violations and offering key support, in this regard, to field leaders and UN Country Teams in developing countries.

While the Call to Action has a global outlook, its implementation will have a particular impact in developing countries. The Call to Action will strengthen UN's work to advance human rights – which underpins all spheres of sustainable development – through UN Country Teams and peace operations in developing countries. The first key area – rights at the core of sustainable development – specifically fleshes out actions to strengthen the UN's support to Member States in advancing the 2030 Agenda through a human rights-based approach, recognizing that sustainable development must be underpinned by human rights. This includes supporting developing countries in making full use of human rights mechanisms, including the Universal Periodic Review, in pursuing the Sustainable Development Goals, as well as designing development policies that support the most vulnerable and excluded groups. Efforts under each of the other key area of the call will also make crucial contributions to the development efforts of Member States:

- Conflicts and atrocity crimes are always detrimental to the longer-term sustainable development of
  a country. Stepping up UN efforts to protect rights in times of crisis is therefore key in preventing
  and mitigating the negative effects of crises on the long-term development efforts of a country and
  to support sources of resilience in developing countries.
- Gender equality and the promotion of women's and girls' rights is key in building inclusive societies
  and effective socio-economic systems in developing countries. Increasing UN efforts to realize
  gender equality and applying a gender perspective in all efforts of the Organisation, is crucial to
  advancing all Goals of the 2030 Agenda and is particularly important for the UN's work in
  development settings.

- Civil society is an irreplaceable partner in advancing sustainable development in all countries, in which UN Country Teams work. Under the Call to Action, the UN will increase support at the field level and through UN country Teams to broaden civic space to allow partners to play a meaningful role in advancing prosperity in their country.
- It is well-known that the effects of climate change not only disproportionality affect developing countries, but also inhibits development efforts and a range of human rights, including by destroying livelihoods, increasing food insecurity and, displace populations. Civil society, human rights defenders and environmental activists, including youth, play a critical role in addressing climate change in a just manner. Through the Call to Action, the UN will increase support to these actors as well as assist Member States in promoting the right to a safe, clean, healthy and sustainable environment.
- Advancing the full spectrum of human rights through collective action at the international and regional level forms a strong basis for meeting the aspirations of the 2030 Agenda and as such, is fundamental to supporting developing countries. As part of the Call to Action, the UN will strengthen capacity-building efforts to national and regional human rights institutions and mechanisms, which are crucial to developing countries.
- Digital technologies carry great potential for advancing progress in developing countries by enhancing connectivity, financial inclusion, and access to trade and public services. On the other hand, gaps in access to technologies as well as the use of technologies for repressive or discriminatory purposes must be countered to effectively support the achievement of sustainable development. The UN will work to ensure human rights are applied as a framework for the use and development of new technologies in support of efforts to realize the 2030 Agenda.

The EOSG, under the overall supervision of the ASG for Strategic Coordination, with the support of the Chief, Rule of Law Unit and other relevant posts of the EOSG, will operate as the incubator of the Secretary-General's Call to Action and will be responsible for the overall coordination of implementation, working hand in hand with relevant UN departments, funds and programs, notably the Office of the High Commissioner for Human Rights, as well as with relevant UN organs. To that effect, the Executive Office will constitute a core team that will lead in the strategic development and coordination of all relevant activities.

With the roll-out of the Call to Action, the UN System will gear up its work on human rights significantly, building on and deepening existing efforts. As the roll-out will be engaging a wide spectrum of UN entities, it will seek to ensure that human rights permeate all areas of work and become a natural part of the UN's daily work across mandates, countries and levels beyond the project period. It is envisaged that the impact of the implementation of the Call will be sustained through an enhancement of the organisational culture and with the set-up of new mechanisms and the development of procedures, policies, practices, and strategies to advance human rights. Through the Call to Action, the UN's ability to leverage the full breadth of its tools to support the promotion of all human rights will be strengthened and good practices for doing so will continue to be useful for the UN system in the future.

## 3. Development Engagement Objective

The overall objective of the development engagement is to strengthen respect for human rights, particularly in developing countries, through the implementation of the Secretary-General's Call to Action on Human Rights.

The Mission of Denmark will base the support on progress attained in the implementation of the engagement as described in the documentation. Progress will be measured through the Executive Office of the Secretary-General's monitoring framework.

For Danida's reporting purposes the following key outcome and output indicators have been selected to document progress:

Project title	IMPLEMENTATION OF THE SECRETARY-GENERAL'S CALL TO ACTION ON HUMAN RIGHTS		
Project objective	Strengthen respect for human rights, particularly in developing countries, through the implementation of the Secretary-General's Call to Action on Human Rights		
Impact Indicator	An effective and innovative human rights system in response to the aspiration of promoting human rights globally, including, in particular, in developing countries, by UN integrity, leadership and authority.		
Outcome	<ul> <li>Action by the UN in the Call's 7 key areas:</li> <li>Human rights at the core of its efforts to support sustainable development.</li> <li>Development of a common approach for protection of rights in times of crisis.</li> <li>Application of a gender lens to the UN's efforts across all spheres of work.</li> <li>A coherent approach to counter shrinking civic space.</li> <li>Promoting the rights of future generations and climate justice.</li> <li>Human rights at the heart of collective action.</li> <li>Efforts to embed the use and governance of new technologies in a human rights framework.</li> </ul>		
Outcome indicator	<ul> <li>See the attached documentation for full list of indicators, including:         <ul> <li>The UN has provided support to Member States, particular developing countries, to ensure that human rights principles inform implementation of the 2030 Agenda</li> <li>The UN's risk analysis and early warning methodology pay particular attention to incitement to all forms of violence against women</li> <li>The UN has made efforts to ensure that Resident Coordinators, UN Country Teams and heads of United Nations peace operations develop partnerships with civil society organizations, particularly in developing countries.</li> <li>The UN has increased support to Member States, especially developing countries, at field level on promoting the right to a safe, clean, healthy and sustainable environment and access to justice for environment-related concerns.</li> <li>The UN has enhanced capacity-building efforts to national and regional human rights institutions and mechanisms, particularly in developing countries.</li> </ul> </li> </ul>		
Baseline Year	2020 N/A		

Target	Year	2022	Ongoing or complemented implementation of all actions under the 7 areas of the Call to Action.
for the implementation of the Call to Action.  • Roll-out and coordination by the EOSG of actions foreseer implementation and coordination strategy.		oll-out and coordination by the EOSG of actions foreseen in the applementation and coordination strategy.	
Output indicat	<ul> <li>authority of the ASG for Strategic Coordination, to ensure a condialogue with relevant UN entities.</li> <li>Regular contact by the EOSG with relevant UN entities to address i implementation and coordinate a coherent UN system-wide approximate the roll-out of actions and activities under the Call to Action.</li> <li>Identification and mapping by the EOSG of the necessary adminition.</li> </ul>		egular contact by the EOSG with relevant UN entities to address issues of applementation and coordinate a coherent UN system-wide approach to
Baseline	Year	2020	N/A
Target	Year	Ultimo 2020	Development of an implementation and coordination strategy for the implementation of the Call to Action.
Target	Year	Ultimo 2021	Full ongoing implementation of the implementation and coordination strategy.

#### 4. Risk Management

The Executive Office of the Secretary-General, under the overall supervision of the ASG for Strategic Coordination, with the support of the Chief, Rule of Law Unit and other relevant capacities in the EOSG, will operate as the incubator of the Secretary-General's Call to Action and will be responsible for the overall coordination of implementation, working hand in hand with relevant UN entities, in particular OHCHR, as well as with relevant UN organs. To that effect, the Executive Office will create a core team to lead in the strategic development and coordination of all relevant activities.

While the Call to Action seeks to develop and promote a vision for the United Nations system that is transformative, there are several risks that may slow down implementation of this initiative:

- Internal reluctance by UN actors to fully implement the Call to Action due to perceived sensitivities regarding the entities' own agendas.
- Bureaucratic obstacles slowing down implementation of the Call to Action.
- Insufficient Member State support to fully implement the different workstreams of the Call to Action.
- Financial and budgetary constraints to UN budgets slow down implementation of initiatives under the Call to Action.

In order to mitigate the above-mentioned risks, the Executive Office of the Secretary-General will undertake the following measures:

• In order to implement the coordination strategy, the EOSG will establish a coordination mechanism, under the authority of the ASG for Strategic Coordination, to ensure a continuous dialogue with relevant UN entities. In addition, the EOSG will have regular contacts with relevant UN entities to

- address issues of implementation and coordinate a coherent UN system-wide approach to the rollout of actions and activities under the Call to Action
- The EOSG will identify and map out the necessary administrative processes required to implement
  the Call to Action and will work in close coordination with relevant UN entities to ensure a smooth
  and seamless implementation of actions under the Call to Action.
- The EOSG will actively engage with Member States and other relevant stakeholders to obtain their commitment to the different key areas and actions in the Call to Action.

## Inputs/budget

Conversion DKK-USD based on UN Operational Rate of Exchange effective 1 March 2020:

6.797

Class of expenditure Description (indicative)		Amount in DKK	Amount USD
Staff and consultants (short-term recruitment to provide capacity augmentation and acceleration of activities across reform streams)		10,093,579	1,485,005
Contractual services	Hiring of company/service provider; meeting costs (venues for workshops etc); information technology services, video conferencing etc.	122,346	18,000
Operational costs  Communication (landline, cell phone); facilities; office supplies and other consumables		608,800	89,569
Travel	All costs related to travel of staff and meeting participants	679,700	100,000
Subtotal		11,504,425	1,692,574
Programme support c	osts (13%)	1,495,575	220,035
Total		13,000,000	1,912,609

The budget reflects an overall budget per expense category. Reallocation of funds between the budget lines exceeding 10 % cannot be made without prior approval from the Mission of Denmark. Expenditures beyond the total grant cannot be reimbursed to EOSG.

#### 5. Management arrangement

The parties have agreed to the following management arrangement with the aim to ensuring adequate dialogue in regard to this development engagement.

The parties have agreed that the funds will be transferred in two tranches of DKK 6,500,000. The first tranche will be transferred upon the entry into force of the Agreement. The Second tranche will be transferred in the first quarter of 2021 subject to satisfactory progress in project implementation.

An interim narrative report for the project will be submitted no later than 31 December 2020.

Upon completion of the project, a final narrative report for the whole project will be submitted not later than 30 June 2022.

The EOSG and the Mission of Denmark will, on a regular basis, exchange views through their representatives regarding the progress of the project. The EOSG will administer and account for funds in accordance with the United Nations Financial Rules and Regulations, procedures and practices.

## 6. Financial Management

Both parties will strive for full alignment of the Danish contribution to the implementing partner rules and procedures.

The Danish contribution must be entered into the official financial statement as income and the Danish contribution should be identified in the financial statement.

The contribution and project implementation shall be administered in accordance with United Nations Financial and Administrative Regulations and Rules, including on:

## 7.1 Procurement of goods and services

The United Nations Financial Regulations and Rules and procedures shall apply to the procurement of goods and services.

## 7.2. Transfer of funds

The parties have agreed that the funds will be transferred in two tranches of DKK 6,500,000. The first tranche will be transferred upon the entry into force of the Agreement. The Second tranche will be transferred in the first quarter of 2021 subject to satisfactory progress in project implementation.

The contribution shall be deposited in the following UN account upon receipt of this development engagement document and an accompanying letter with request for disbursement. The request shall include a disbursement request detailing transfer and banking instruction.

Bank: JP Morgan Chase Bank

Account name: United Nations General Trust Fund

Account number: 485001969 SWIFT code: CHASUS33 ABA number: 021 000 021

Bank address: 4 New York Plaza, 15th Floor, New York, NY 10004, USA

Reference: EOSG/ROLU/32LJA

The EOSG must return a letter or email with acknowledgement of receipt of funds, indicating the amount received in DKK and the currency in which it has been received.

Any loss due to the variation of exchange rates between the grant in DKK and the national currency must be covered within the grant.

## 7.3 Accounting requirements

Accounts shall be kept in accordance with applicable United Nations Regulations and Rules.

The total budget cannot be exceeded and shall be used for the agreed purposes only.

#### 7.4 Financial reporting requirements

A final certified statement of accounts (covering the entire project period) shall be submitted to the Mission of Denmark no later than 30 June 2022. Furthermore, an interim certified financial statement shall be submitted to the Mission of Denmark no later than 31 January 2021 covering the project period until 31 December 2020 (the first tranche).

The statements shall clearly state the disbursements made by the Mission of Denmark as well as the outstanding balance at the time of reporting.

## 7.5 Unspent funds

Any unspent balance or any savings of project funds shall be returned to the Danish Ministry of Foreign Affairs together with any interest accrued from deposit of Danish funds.

## 7.6 Audit requirements

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the United Nations Financial Regulations and Rules and the Single Audit Principle.

## 7.7 Obligation to report on changes and irregularities

The EOSG is obliged to inform the Mission of Denmark immediately if any changes, including overspending of budget lines, or irregularities in the management of funds are foreseen or have occurred.

## 7. Monitoring and Evaluation

Please refer to the section on management practices.

A project completion report shall be submitted to the Mission of Denmark no later than 30 June 2022.

The Mission of Denmark shall have the right to carry out any technical or financial mission to establish whether its contribution has been used for its intended purpose. The EOSG shall be informed in advance of such initiatives and be invited to join. The Mission of Denmark and the EOSG shall agree on the scope and conducts of such monitoring and evaluation within the regulatory framework of the United Nations, and the EOSG will provide all relevant information within the scope of this regulatory framework. All associated costs will be borne by the Mission of Denmark.

After the termination of the programme support the Danish Mission reserves the right to carry out evaluation in accordance with this article.

#### 8. Anti-corruption clause

No offer, payment, consideration or benefit of any kind, which could be regarded as an illegal or corrupt practice, shall be made, promised, sought or accepted - neither directly nor indirectly - as an inducement or reward in relation to activities funded under this agreement, incl. tendering, award, or execution of contracts. Any such practise will be grounds for the immediate cancellation of this agreement and for such additional action, civil and/or criminal, as may be appropriate. At the discretion of the Danish MFA, a further consequence of any such practise can be the definite exclusion from any projects funded by the Danish MFA.

#### 9. Child labour clause

The authority, organisation and/or consultant shall abide by the local laws and by applicable international instruments, including the UN Convention on the Rights of the Child and International Labour Organisation conventions.

Activities funded pursuant to the contribution provided under this Agreement are subject to the UN's regulations, rules, policies and procedures, including those relating to the child protection from sexual exploitation. EOSG shall ensure that these requirements apply to any agreements with consultants or contractors engaged by the UN.

#### 10. Transfer of ownership

N/A

#### 11. Suspension

In case of non-compliance with the provisions of this Agreement and /or violation of the essential elements mentioned in this Agreement GoDK reserves the right to suspend with immediate effect further disbursements to the implementing partners under this Agreement.

## 12. Entry into force, duration and termination

This Agreement shall enter into force on XX April 2020.

The cooperation between the Parties under this Agreement will have the duration of 22 months. The duration of the cooperation may be extended by mutual agreement and within the agreed budget.

Notwithstanding the previous clause each Party may terminate the Agreement upon 6 months written notice.

13.	Prer	equ	isites
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N/A

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On behalf of the Executive Office of the Secretary-General of the United Nations

Ann de la Roche Chief of Management and Administration Executive Officer

Date:

On behalf of the Permanent Mission of Denmark to the United Nations in New York

Martin Bille-Herman Ambassador, Permanent Representative

Date:

# Quality Assurance checklist for appraisal of programmes and projects<sup>1</sup>

F2 reference: 2020-1678

Project name: Implementation of the Secretary-General's Call to Action on Human Rights

Project period: XX April 2020 to 31 December 2021

Budget: DKK 13 million

## Presentation of quality assurance process:

The applicant organisation is found to be legally established and have audited annual accounts. Relevant documentation have been received, reviewed and filed.

☑ The design of the project has been appraised by someone independent who has not been involved in the development of the project.

Comments:

☑ The recommendations of the appraisal has been reflected upon in the final design of the project.

Comments:

- ☐ The project complies with Danida policies and Aid Management Guidelines. *Comments:*
- ☐ The project addresses relevant challenges and provides adequate responses. *Comments*:
- ☑ Issues related to HRBA/Gender, Green Growth and Environment have been addressed sufficiently.

Comments:

- $\boxtimes$  Comments from the Danida Programme Committee have been addressed (if applicable). Comments: N/A
- ☑ The project outcome(s) are found to be sustainable and is in line with the partner's development policies and strategies. Implementation modalities are well described and justified.

Comments:

<sup>&</sup>lt;sup>1</sup> This Quality Assurance Checklist should be used by the responsible MFA unit to document the quality assurance process of appropriations where TQS is not involved. The checklist does not replace an appraisal, but aims to help the responsible MFA unit ensure that key questions regarding the quality of the programme/project are asked and that the answers to these questions are properly documented and communicated to the approving authority.

□ The results framework, indicators and monitoring framework of the project provide an adequate basis for monitoring results and outcome.  Comments:
☐ The project is found sound budget-wise.  Comments:
™ The project is found realistic in its time-schedule.  Comments: The project is limited to end 2021 with regard to the Danish contribution. However, the project as such has no time limitation as it concerns an overall cultural change in the UN. How the project is taken forward after the end of the "Danish" project period is described in the DED.
oxdots Other donors involved in the same project have been consulted, and possible harmonised common procedures for funding and monitoring have been explored. Comments: $N/A$ – Denmark is the only donor
■ Key project stakeholders have been identified, the choice of partner has been justified and criteria for selection have been documented.     Comments:
☑ The executing partner is found to have the capacity to properly manage, implement and report on the funds for the project and lines of management responsibility are clear. Comments:
■ Risks involved have been considered and risk management integrated in the project document.     Comments:
☑ In conclusion, the programme/project can be recommended for approval: yes <del>/ no</del>
Date and signature of desk officer:
Date and signature of management: