UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

Partners: UK Government

A2D Accelerate to Demonstrate Facility

Accelerate-to-Demonstrate (A2D) Facility

Webinar Series on Good Quality Demonstration Projects

Webinar: Good Quality Project Management in Demonstration Projects

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Webinar Agenda

Time	Agenda Item
13:30 – 13:35	Webinar Series and Webinar Introduction Overview of the A2D Facility
13.35 – 13:40	What is Good Quality Project Management? How Should Activities be Structured to Reflect Good Quality Project Management?
13:40 – 13:45	What does Robust Risk Management look like?
13:45 – 13:50	How to Conduct Transparent Governance and Due Diligence in Project Management? Why is Stakeholder Mapping and Engagement in Project Design and Implementation important?
13:50 – 13:55	Case Study (A2D Facility-Supported Demonstration Project)
13:55 – 14:00	Further Information

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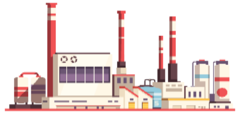
A2D Accelerate to Demonstrate Facility

A2D Facility Overview

Objectives

The A2D Facility aims to accelerate the commercialization of innovative climate solutions in developing countries by supporting catalytic and scalable 'lighthouse' demonstration projects in:

- Clean hydrogen
- Critical minerals
- Smart energy
- Industrial decarbonization



Initial Funding and Timescales

- **Initial contribution of ~USD 85 million** from the UK Government
- Initially operates from **April 2023 to March 2029**
- Global (**developing country-focused**) Facility
- **Grants of USD 1-5 million** per demonstration project for ~3-year projects
- **5 demonstration projects** supported through first call-for-proposals in 2024 (in Kenya, Namibia, Nigeria, Nepal and Tanzania)
- Second call-for-proposals in 2025 – **new projects will be announced in early 2026**
- Main Sustainable Development Goals (SDGs)-of-focus:

Activities bringing **transformational solutions** to the market at scale.

Providing grant support for implementing transformational demonstration projects with strong scalability potential, and which create and **disseminate knowledge and experiences** to foster collaboration, learning and scalability. Planning-related activities for demonstration projects are out-of-scope.

What is Good Quality Project Management?

- Balance between time, resources and funding through clear and detailed planning, robust and transparent processes and tools, and continuous monitoring of implementation progress against milestones.

- Objectives, timelines and responsibilities are clearly defined and appropriate.

- Appropriate and transparent governance structures, ensuring accountability and clear decision-making processes throughout the project lifecycle.

- Risks are systematically mapped, monitored and managed with robust evidence underlying risk ratings and mitigations, and clearly defined roles and responsibilities.

- All relevant stakeholders are clearly identified, mapped and actively engaged, both during project design and project implementation, ensuring alignment of expectations, collaboration, scaling and sustained ownership of outcomes.

How Should Activities be Structured to Reflect Good Quality Project Management?

- Activities and sub-activities are clearly defined and broken down at a granular level with clear sequencing and relations between activities. Activities align with the monitoring framework (such as the Logical Framework (LogFrame) indicators), milestones and use coherent and clear language.

- Milestones are Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) and are targeted and specific to the activity or sub-activity being undertaken.

What does Robust Risk Management look like?

A risk is defined as the effects of uncertainty on organizational objectives. An effect can be positive and/or negative, and risks are usually formulated in terms of a future event.

- **Risk Assessment:**
  - UNIDO's Programme & Project Risk Management framework provides a structured, proactive method to identify risks.
  - Risks are regularly updated and comprehensively identified in a robust manner (such as through a Risk Matrix Table, PESTLE, SWOT, Scenario Analysis), including risk ratings, inherent and residual risks, and risk mitigation approaches linked to specific roles and responsibilities, underlay with robust evidence.
  - Potential risks are identified using assumptions, understanding root causes, likelihoods, and probabilities, and assessing their impact on project objectives under different scenarios, underlay with robust evidence.
- **Communication and Consultation:**
  - Regular, honest and transparent engagement with all key stakeholders in relation to each risk.

What does Robust Risk Management look like?

- **Risk-Informed Decision Making:**
  - Incorporates risk considerations into decision-making processes at all levels to achieve objectives while managing uncertainty.
- **Risk Treatments and Contingency Planning:**
  - Identifies where conditions for success might fail and develops mitigation strategies, for example, using the 4T Framework (Tolerate, Treat, Transfer, or Terminate the risk).
  - Risks include treatment measures: high and critical risks include contingency plans.
- **Recording, Monitoring, Reporting:**
  - All relevant risks are well-documented at a granular-level, monitored and updated regularly.
- **Budgeting for Mitigation:**
  - The project allocates sufficient resources for risk management activities (such as capacity building, due diligence, oversight and implementing mitigations). Mitigation measures address the cause of the risk, not the result.

How to Conduct Transparent Governance and Due Diligence in Project Management?

- **Clear Roles, Governance Structure and Administrative Procedures:**
  - Governance structure comprised of oversight bodies and steering committees meeting regularly, for example, to approve work plans, discuss and manage risk mitigations and escalations, technical oversight, reporting and inclusive decision-making processes involving all relevant stakeholders to the project.
  - Institutional set-up and structure, transparency and justification of all key personnel, qualifications and capacities, financial strength, etc. to perform the substantive tasks.
  - Defined Terms of Reference (ToR).
  - Development of a transparent and inclusive decision-making process (for example, including stakeholders).
  - Governance structure and administrative procedures to be aligned with fiduciary standards and requirements established by UNIDO and with best practices.

How to Conduct Transparent Governance and Due Diligence in Project Management?

- **Compliance and Ethics:**
  - Adherence to robust financial rules, procurement standards, gender equality, Environmental & Social Safeguards (ESS) and monitoring in-line with UNIDO policies, processes and procedures.
  - Ensuring key principles of transparency, accountability, integrity, equal opportunities, non-double funding and non-retroactivity.

- **Audit-Ready Records:**
  - Traceability and transparency with expenditure linked clearly to budget lines and specific project activities.
  - Excellent and detailed record-keeping and documentation maintenance for all project activities and transactions, and documenting minutes.
  - Records and documentation stored securely and accessible for auditors, donors and other relevant stakeholders.

Why is Stakeholder Mapping and Engagement in Project Design and Implementation Important?

- **Stakeholder engagement and mapping:**
  - Stakeholder mapping and engagement are key to robust project design, implementation and scalability beyond the project lifecycle.
  - Early involvement and alignment with all relevant stakeholders' interests within the ecosystem.
  - Examples of stakeholder groups important in ensuring successful and impactful demonstration projects:
    - <u>Local communities:</u> active engagement and involvement of communities and civil society organizations in the design of proposals and implementation of projects. Important for de-risking projects at the start and during implementation, and ensuring transformational positive impacts in, and with, local communities.
    - <u>Government:</u> active engagement with national and local government officials to encourage implementation of policy incentives for longer-term scaling and market development of solutions, and to ensure compliance with relevant regulations.
    - <u>Financiers and key industry stakeholders:</u> partners for co-funding, financing and commercialization, scaling-up post-project, and replication (acting as a ‘lighthouse’ for other projects in the country or in other countries).

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Case Study: A2D Facility-Supported Demonstration Project

DAURES GREEN HYDROGEN VILLAGE

Low Carbon Fertilizer Production Project

To demonstrate and operate Africa's first low-carbon fertilizer production facility. The project demonstrates industrial symbiosis by combining sulfuric acid (a by-product from a local mining operation) with green ammonia to produce ammonia sulphate fertilizer.

Duration: 3 years

Impacts:

- **Avoid** 250 tonnes of CO_2 a year.
- **Reduce** import reliance – Namibia currently imports 100% of its fertilizers.
- **Enable** green jobs through agriculture, which is a major employer in Namibia, accounting for roughly 21-23% of total employment.

Key Project Management Consideration :

- **Risk Management:** Risk plans, mitigation, and use of action plans (e.g., project is in the desert - risks such as water supply require active management throughout).
- **Stakeholders:** Broad public and private stakeholders require active management and engagement (e.g., the community is a 10% equity shareholder in the project).
- **Scope:** Scope management is imperative, given the nascent technology (e.g., this is a first for SADC).
- **Schedule:** The remote nature of the project requires active schedule management (e.g., the closest communities are over 50 km away).

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Further Information

- **A2D Facility Website:** Visit the website here
- **A2D Facility LinkedIn Account:** Follow the LinkedIn page here
- **A2D Facility Mailing List:** Join the mailing list here
- **A2D Facility Year 1 Annual Report:** Access the Annual Report here
- **A2D Facility Year 2 Annual Report:** Access the Annual Report here
- **A2D Facility Market Assessments:** Access the reports here