UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
Egypt

Project Title: Support to the Modernization of Egypt Post: <u>Phase III</u>
Project Number: Award# 00103967
Implementing Partner: Egypt Post (National Post Organisation Authority)
Start Date: 1ˢᵗ April 2018   **End Date**: 31ˢᵗ March 2025

Brief Description
Consolidating outcomes articulated in Phase I&II, the project supports Egypt Post's sustained efforts to modernize and diversify its services. The overarching objective of Phase III is to scale up recent successes and innovative approaches to enhance the delivery of public services in a transparent, equitable and inclusive manner.
The project therefore retains its original objectives related to the support for sustainable capacity development of EP, repositioned in light of SDGs pertaining to enhanced financial inclusion, social equity and shared economic growth. It also seeks to strengthen inclusive global partnership by facilitating South-South Cooperation projects through a variety of flexible cooperation modalities/logistical support.

<table>
<tr><td rowspan="8">Contributing Outcome (UNDAF/CPD, RPD or GPD):
State's performance and accountability in programming, implementing and coordinating actions, especially those that reduce exclusion, vulnerabilities and gender disparities are improved.

Indicative Output(s) with gender marker[2]:
i) EP service delivery mechanisms modernized and staff/customer satisfaction is improved.
ii) EP equipped and utilizing ICTs innovatively to widen and improve accessibility (especially to poor and disadvantaged). *GEN2*
iii) Sustainability of EP further enhanced via internal and external technical and institutional capacity development.</td><td colspan="3">Total resources required:</td><td>6,150,000</td></tr>
<tr><td colspan="2" rowspan="5">Total resources allocated:</td><td></td><td></td></tr>
<tr><td>UNDP TRAC:</td><td>150,000</td></tr>
<tr><td>Donor:</td><td></td></tr>
<tr><td>Government:</td><td>6,000,000</td></tr>
<tr><td>In-Kind:</td><td></td></tr>
<tr><td colspan="3">Unfunded:</td><td>4,000,000</td></tr>
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Agreed by (signatures)[1]:

Government	UNDP	Implementing Partner
HE. Amb. Hany Selim **Assistant Minister of Foreign Affairs & Director of Int'l Cooperation For Development**	**Ms. Randa Abou El Hosn** **Country Director** **UNDP – Egypt**	**Mr. Essam Al Saghir** **Chairman of Egypt Post**
Date:	Date:	Date:

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[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)

I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

Egypt has recently enacted a number of bold structural reforms and macroeconomic stabilisation measures in a bid to achieve sustainable economic growth and improve living standards. However, years of instability, and the concomitant economic slowdown, have given traction to a host of socio-economic challenges. At this critical juncture, the Government of Egypt is keen to keep people at the centre of development, reduce disparities and build social, economic, and environmental resilience,[2] and to improve the quality and inclusiveness of public services with a view to more effective protection of the poor, vulnerable and marginalized. With a young and burgeoning population, this becomes a matter of pressing importance. In accordance with the global 2030 Agenda for Sustainable Development, WSIS Action Lines, as well as Egypt's own Sustainable Development Strategy (SDS), GoE also recognises that the strategic use of ICTs in the public sector can accelerate sustainable human development progress.

The public sector necessarily plays a pivotal role in society. Building effective, accountable and transparent public institutions is increasingly recognised as a key instrument in the effort to achieve SDGs. Encouraging better decision-making and the efficient use of resources and strengthening accountability for the management of these resources leads to more efficient service delivery, and, ultimately, better outcomes. People's lives are thereby improved. Indeed, achieving SDGs is predicated on well-functioning systems and institutions that protect and empower people. Ensuring that these systems and institutions are equitable requires improved accessibility, increased transparency and accountability, for the benefit of the entire population especially the most vulnerable and disadvantaged. In the broader context, this can redefine the relationship between government and citizen, potentially bolstering public confidence in government.

While Egypt does have an extensive social protection system, including the recently launched conditional cash transfer programme[3] which successfully targeted over six million of the poorest and most vulnerable citizens by March 2017, special attention is needed to strengthen government capacity in communications and outreach, as well as monitoring and evaluating systems.[4] Additionally, MSMEs are a cornerstone of the Egyptian economy, accounting for approximately 80% of GDP and 75% of the country's workforce[5]. While the government is taking necessary measures to support entrepreneurship, and help integrate them into the formal economy, facilitating the construction of a viable digital economy infrastructure is of utmost importance.

Egypt Post (EP) operates under the Egyptian National Post Organisation (ENPO) and, pursuant to law 19/1982, is an independent agency under the auspices of the Ministry of Communications and Information Technology – lending it a special legal structure which allows for considerably greater latitude and autonomy than most public entities. With a history of being the oldest and one of the most widely used and trusted organisations in Egypt, it is a massive establishment with some 50,000 employees and around 4000 branches across Egypt. Its extensive office networks located in metropolitan, rural and remote areas offer a range of additional services including social security payments, licenses and registrations, document verification, state pension and payroll disbursement, as well as a number of application and payment services. It has also been instrumental in providing financial services to segments of the population most likely to be financially excluded, such as lower income individuals and the unemployed. Leveraging its existing postal network infrastructure may be one of the ways that Egypt can use to address the economic empowerment of historically disadvantaged segments of society. With an increasingly well-developed infrastructure and a historical link to local communities, EP's ongoing, bold reform and restructuring can also serve as the locus of continuous innovation and as its digital ecosystem expands, can be used to spot trends and anticipate emerging customer and developmental needs. While EP has demonstrated remarkable institutional flexibility in its ability to develop and diversify, consolidating and widening its customer base and introducing a host of complementary services, primarily for the benefit of the poor and other excluded groups, many challenges remain. Continued support is needed to maintain momentum and stakeholder interest, and to scale up on the successes.

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[2] National Voluntary Review of Sustainable Development Goals, Egypt report to the UN High Level Panel Forum, July 2016.

[3] Takaful and Karama: *Takaful* is a family income support policy that is aimed to produce human development outcomes, specially nutrition, maternal and child health, and school retention and advancement at least of completion of secondary education. These are development goals and not only "protection" outcomes. *Karama* assumes two key changes that may constitute a major reform in this policy: objective targeting using a system-based statistical formula to identify households living in poverty conditions, and a certificate of permanent total disability. These Programs have been considered as a two-arm strategy for those most in need and with higher necessity.

[4] UNDP CPD consultations with Ministry of Social Solidarity, May 2017

[5] Minister of Investment and International Cooperation, January 2017

II. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

Transparency and efficiency of government institutions together form one of the pillars of Egypt's Sustainable Development Strategy (Vision 2030), which outlines a multi-pronged approach to building effective and accountable public institutions. Improved governance is an intrinsic part of economic development and the sustainability of livelihoods, which, in turn, require responsive policy-making, effective government services and the responsible allocation and utilisation of limited public resources to succeed. The aim of UNDP's engagement in this area is to continue to support the government's commitment to reducing regional disparities as well as promoting integrated development by implementing local socio-economic development solutions and models that are cross-sectoral and benefit the poorest and most vulnerable regions and populations, including women and youth (reflected in the UNDP CPD 2017-2022); in addition to Egypt Post's own strategy. It also signals UNDP's strong commitment to the development of ICT infrastructure and innovation in the context of promoting the implementation of sustainable development goals.

Building on the achievements and lessons learned from the implementation of Phase II, the project will focus on efforts to fully integrate ICTs to enhance governance and achieve efficient, convenient, more responsive, citizen-oriented public service delivery. By diversifying its activities and further optimizing its network's physical, financial and digital dimensions, Egypt Post is well-positioned to deliver increased development impact through improved and innovative tools and services – using its footprint to promote business in areas where banks or other financial services are not readily available, all while maintaining sound financial performance. EP's financial arm holds over EGP100 billion in savings alone, and has played an integral role in bringing communities into the financial fold, predominantly by increasing bank account penetration by offering a secure savings account (*Daftar Tawfeer*) to the population at large; as well as a pre-paid card service for disbursing and collecting payments and subsidies, giving unbanked households an alternative to physical cheques. These measures have been instrumental in allowing people greater control over their earnings and creating an enabling environment for more vibrant financial inclusion. By leveraging its digital infrastructure, databases and delivery networks and its trusted intermediary role, EP can offer other agencies a large portfolio of digital e-government solutions by acting as a shared service point for multiple agencies, thereby reducing duplicative activities, cutting costs and providing improved, more customer-centric services.

With the exponential growth in e-commerce, EP can leverage its spread and offer opportunities for collaboration with MSMEs. This would not only serve to further improve EP's revenue base, fuel job creation and ultimately stimulate the economy, but will also introduce people who have had little or no prior involvement with modern technology to be brought into the ICT adoption process and be integrated into the formal economy. The ever-evolving ICT landscape has a strong influence on the way EP provides products and services to citizens, businesses and the government, and will continue to have an even greater impact in the future. With its long heritage, EP is considered a reputable formal entity and new services will have a head-start on trust. EP has been exploring growth opportunities in the digital space, to enhance the value of current offerings, improve customer experiences and to translate these opportunities into new streams of revenue.

The project will also address EP's resource and capacity constraints in a systematic manner, supporting the implementation of key actions from its strategic plan. This will provide a gender-equitable approach to capacity development within the organisation to perform more effectively and efficiently and to develop the attitudes needed to support EP in fulfilling its mandate to "provide every household and business entity (including government) across Egypt with the ability to communicate and conduct business with each other and the world through prompt, reliable, secure and economical services."

The Project's theory of change posits that as Egypt's population continues to swell (with one of the highest population growth rates in the region at an estimated 2.51%)[6], public services and their delivery will come under additional stress, making it exponentially more difficult to meet citizens' needs. The design of this phase of the project, therefore, is predicated on the premise that EP is a trusted major provider of services and by sustaining and developing its facilities, management and information systems and infrastructure, and by expanding its activities and digital ecosystem, and further improving and consolidating the professional skills of its staff, the population of Egypt will receive improved postal, governmental, financial and other services; also potentially spreading economic benefits to many Egyptians excluded from means of economic

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[6] Index MUNDI http://www.indexmundi.com/egypt/population_growth_rate.html

advancement, thereby enhancing long-term financial independence and resilience. This, in turn, will influence public perception of and confidence in the government itself.

The project will also provide logistical support to further increase the scope and effectiveness of South-South cooperation and development by expanding engagement in best-practice and knowledge exchange via EP's newly inaugurated Regional Postal Training Centre, the accredited UPU centre in the Middle East and Africa.

III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results

Output 1: EP's Service Delivery Mechanisms Modernised to Improve Staff/Customer Satisfaction

1.1 Ongoing Renovation and Upgrade of EP Premises Nationwide

EP provides an increasing number of vital services, and with approximately 23 million financial (savings account) clients alone, many of its offices are still not sufficiently equipped, affecting productivity, service delivery and customer/staff satisfaction. The project will continue to address functional defects by upgrading and equipping aging buildings and facilities to create a more sustainable facilities infrastructure. This comprises fire safety and energy efficiency, lighting, fingerprint authentication, ATM machines, GPS tracing systems, security systems, exterior facade repair and restoration etc. Underserved areas will be addressed. Large EP-owned premises will be renovated and repurposed. These converted spaces will be leased as revenue-generating assets.

Activities:
- Phased renovation and upgrading of postal offices.
- Renovation of six EP-owned premises for adaptive reuse.

1.2 Increase Reach and Effectiveness of Services

Across-the-board automation, data digitisation and database updates to streamline paper-based processes and services are massive tasks, geared towards better service delivery and convenience, as well as the elimination of corruption and misappropriations. In line with EP's mandate to provide vital services to citizens, and building upon the progress achieved in the previous phase of the project, various protocols with relevant government bodies were agreed. EP will be instrumental in updating social benefit and cash transfer recipient databases. To date 4.5 million ration smart cards were issued out of approximately 19 million beneficiaries, it will also extend the reach of its P.O.S network, for the disbursement of state pensions, benefits and government employee payrolls. EP will continue the phased digitizing and electronic archiving of Savings Booklet accounts to smart cards. Electronic authentication and digital signatures enable paperless interactions and administration, which make everyday business faster and more reliable for both employees and customers and frees offices up for other services.

This sub-activity also includes developing EP's Command and Control Centre for real-time visibility and management of all operations, setting service standards and making sure they are achieved as well as fleet telematics which allows the tracking of vehicle location and condition through geographic information systems (GIS) and other data. In addition to location, sensors can also help monitor drivers and encourage safe and fuel-efficient driving habits (298 vehicles equipped to date).

Additionally, customer feedback is an invaluable tool for developing strategies to improve services and call data can be an important source to document customer needs. With the anticipated growth of activities, the expansion of EP's call centre is necessary to expedite the time taken to process complaints and to measure customer satisfaction. The centre currently receives 7000-10000 calls per week and is slated for rapid growth.

Activities:
- Comprehensive plan for social benefit recipient databases development and updating prepared and implemented.
- Digitising and electronic archiving of Savings Booklet accounts.

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- Command and control centre developed.
- Call centre expansion plan prepared and implemented.

By positioning itself as a public service integrator, with an emphasis on transactional services such as benefit payments, EP will continue to help the government meet the ever-evolving needs of citizens in ways that are better, faster and more cost-efficient by upgrading its facilities and deploying the requisite ICT infrastructure. As the most public face of the government to everyday Egyptians, securing better service delivery and convenience, and reducing duplicative activities via improved network branches will help build legitimacy while strengthening efficient, democratic governance. The participation of local stakeholders is essential throughout, and ongoing initiatives aimed at gathering citizen input and feedback via the call centre will be used to support this process.

Output 2: EP equipped and utilising ICTs innovatively, to widen and improve accessibility (especially for poor and disadvantaged)

In its mission is to provide reliable, efficient, and affordable universal delivery that connects people and helps businesses grow, Egypt Post's digital transformation strategy comprises "an integrated digital platform that fosters business-wide innovation, allows for more control and KPIs, and fuels automation, profit-maximization, and cost efficient programs."

2.1 <u>GIS Transformation and National Postal Code Project Development</u>

The National Post Code System, an overlooked yet critical piece of infrastructure, which is currently being developed, is far more than a tool to improve service efficiency with regards to mail sorting, directing and planning. Indeed, iits positive spillover effects are tremendously beneficial to the society at large. Geo-demographic information provides accurate and relevant statistics to qualify, quantify and spatially reference the planning, implementation and monitoring of development and economic processes, intervention strategies and projects. Geo-statistical databases can assist with poverty mapping and service delivery programmes as well as public utilities (fire/emergency services). Ultimately, the use of Geographic Information System data can transform the way public policy is formulated, implemented and monitored. Accurate spatial information is also essential to the provision and maintenance of services and infrastructure (e.g. roads, electricity, water, sanitation, police, housing) and can provide dynamic information to allow decision-makers to track the performance and effects of social policies, programmes and service delivery to better understand where adjustments are required. It will also present the opportunity for third party innovators to discover new uses and applications. Indeed, a whole host of industries stand to benefit from this invaluable intangible asset which will be owned by EP and utilized by the public, consumers, and government agencies.

Activities:
- Establish General Department for GIS (GDGIS).
- Develop Postal Codes System (currently piloted in 3 districts, to be scaled up nationwide).
- Establish GIS platform, developing the capacity to maintain and operate its infrastructure.
- Develop EP's GIS Database.
- Conduct baseline study to monitor progress.

2.2 <u>E-commerce Platform</u>

E-commerce is becoming one of the fastest growing trading platforms and the easiest to use worldwide. Recognizing the role it can play in financial inclusion, particularly for MSMEs and those whose needs for relevant, accessible and affordable financial services have not been adequately met, EP will facilitate the marketing, logistical and financial activities for small businesses by providing assistance for product photography, order management, courier delivery, cash collection and finally depositing the collected cash into producers' accounts in Egypt Post as a financial value added service.

Activities:
- Operationalize e-commerce portal (Bareed Mall) plan supported by communication and media campaigns for wide dissemination and stakeholder uptake.

2.3 Development of Offset Printing house and Card Centre

As part of business process improvement, upgrading the printing press to an offset printing house and setting up a card manufacturing centre will help EP generate new sources of revenue by offering integrated solutions to various entities.

Activities:

- Develop and operationalize offset print house and card centre.

Business process enhancement as envisioned by the above activities will not only impact organizational resilience and sustainability, allowing EP to remain flexible, competitive, efficient and data-driven but will also create an enabling environment for financial inclusion of women and youth through e-commerce. An added knock-on effect will be the myriad uses of the GIS platform as an invaluable problem-solving tool in the implementation of SDGs.

Output 3: Sustainability of EP is Further Enhanced via Internal and External Technical/Institutional Capacity Development

Capacity development is a cross-cutting component that has relevance to all the above outputs. A substantial opportunity still exists to improve EP's operating efficiency through business process enhancement and augmenting internal capacity and expertise of staff. Phased training and recruitment will build off the human resources improvement plans developed in Phase II, with greater focus on inclusive management approaches and staff career advancement – to engender a new organizational culture, and a new model of ownership. EP is currently developing a second tier of management which will be instrumental in creating an effective and sustainable leadership pipeline. In line with national directives to empower youth, EP will tap into a virtual Talent Pool for new hires. Moving away from a centralized top-heavy system will enable EP meet the changing needs of its customers, and the nation.

With expanding activities comes the need for an in-house internal audit function to effectively determine whether EP's network of risk management, control and governance processes are adequate and functioning in a manner that ensures risks are appropriately identified and managed. The new department will ensure that financial, managerial and operating information is accurate, reliable and timely and that resources are acquired economically, used efficiently and adequately protected.

Furthermore, the recently inaugurated Regional Postal Training Centre in Cairo is designed to make a significant contribution to regional cooperation and transfer of expertise as a learning network dedicated to providing training, capacity building programmes, research and advisory services, supported by e-learning and remote assistance. Knowledge is consolidated and better leveraged if actively shared and adapted, and the new facility comes as part of EP's plan to develop human resources in the region to boost technical knowledge regarding everything from postal operations and quality of service to e-commerce and product management. The Centre will document and disseminate practices that have the potential for replication and increase participation in international fora and in global and regional dialogue, and diversify partnerships with mutual benefit and mutual responsibilities.

Activities:
- Gender-equitable strategic on-going training for specific services.
- Recruitment of requisite personnel.
- Viable succession plan devised and implemented.
- Internal Audit Department established.
- South-South Cooperation logistics plan devised and knowledge sharing mechanisms established.

Given the centrality of effective public service to development outcomes, tactical capacity-building in the effort to fill skills gaps, especially for women and youth, of both EP staff and postal staff in the region taps into broader efforts to modernise the public sector to make it more effective and responsive.

Resources Required to Achieve the Expected Results

Key resources required will mostly consist of experts and requisite personnel, contractual services for the renovation and modernization of outlets and facilities and development of the GIS database, to training institutions for capacity development of EP personnel and individual contractual services to provide technical support for the project's implementation.

Coordination will be maintained with UNDP staff for consultancy, advice or direct assistance as needed.

Partnerships

The project represents an integral part of Egypt's Sustainable Development Strategy to improve governance and as such EP can be regarded as a partnering agency of sorts, cooperating with all relevant ministries to develop synergies and complementarities. The project will be implemented in cooperation with Egypt's Ministry of Foreign Affairs, Ministry of Interior, Ministry of Social Solidarity and the Ministry of Supply and Internal Trade.

- The Ministry of Foreign Affairs is a key partner, necessary for collaboration in the event of new business or agreements with foreign partners.
- EP will cooperate with the Ministry of Interior to use Postal Offices as a front office for some of their services, further enhancing EP's role as a one-stop shop for public sector services.
- Liaising with the Ministry of Social Solidarity, EP will be instrumental in widening the reach of monetary subsidies to Takaful and Karama cash transfer beneficiaries, which helps the most vulnerable families improve living conditions and opportunities, child school attendance and health check-ups, among other initiatives.
- The Ministry of Supply and Internal Trade will be a new partner for EP, providing support in updating their newly required database and hence will enhance utilizing the IT infrastructure and systems internally.

The project will reach out to other ministries, agencies and institutions as needed to collaborate on specific areas of the GIS database.

Risks and Assumptions

The strategy adopted by the project comprises long-term undertakings within a complex, largely bureaucratic structure, and the time required to yield results should not be underestimated. Institutional capacity enhancement as well as the innovative and well-exploited use of ICT and its practical implications will likely take longer than the duration of the project to fully develop. The sustainability of institutional reform processes strongly depends on political commitment, stakeholder's ownership of the objectives and processes and mechanisms to secure and allocate human and financial resources. It is assumed that no major changes will occur in the institutional, legislative or decision-making arrangements. Furthermore, it is assumed that throughout the duration of this phase of the project no adverse security, social, economic conditions will occur which could disrupt the project itself and its impact and outcomes.

Stakeholder Engagement

With the focus on capacity development, direct beneficiaries will be Egypt Post as an organization and its staff, both at the policy and operational levels. Greater attention will be paid to the intrinsic motivation of staff, via the development of a stakeholder engagement strategy, sound administration, merit-based policies and a workplace culture that upholds integrity and fosters innovation. A strategic vision which augments internal capacities and links incentives with performance will negotiate better outcomes thereby securing ownership, commitment and inclusiveness, creating an enabling environment for growth and sustainability. Concerted efforts will be made to ensure that male and female staff and stakeholders have equal opportunities to benefits from project activities. Attention will also be paid to improving capacities to address the needs of youth. The initiatives supported by this project will also benefit the citizen entrepreneur via the e-commerce portal, the launch of which will be accompanied by communication and media campaigns for wide dissemination and stakeholder uptake.

The Egyptian citizen is a key beneficiary of the project. With EP providing a range of services to nearly 23 million direct customers, in addition to 15 million walk-in customers, the project will ultimately make government services more transparent and accessible to people. The proposed incremental improvements

in public services will positively impact millions of lives, therefore direct benefits will be felt by the population at large due to improved service delivery and an economic multiplier effect.

The African and Middle East market also represents an important stakeholder group. Training provided by the Regional Postal Training Centre in Cairo will benefit the postal sector regionally, which, as EP has demonstrated, can be an important partner in development strategies. The work plan that is being devised will underpin reforms to effectively introduce competition, enhance efficiency, productivity and innovation in the postal sector, and include distance learning.

The project poses no potential negative social and environmental impact or risks. Moreover, grievance mechanisms exist within the framework in the form of EP's Call Centre operations (slated for expansion) and complaint tracking system through which queries and complaints can be received, identified and rectified. Agents will receive customer service training and the centre will be also be used to solicit customer input/feedback. Press releases, traditional and social media channels in addition to press releases and information leaflets will ensure visibility.

South-South and Triangular Cooperation (SSC/TrC)

The Egyptian National Post Organization (ENPO) and the Universal Postal Union (UPU) signed an agreement to recognize the recently inaugurated Regional Postal Training Centre in Cairo as the accredited UPU center in the Middle East and Africa. EP envisions the Centre as an Arab-African hub that will provide training, research and advisory services to support cooperation and transfer of expertise by providing all forms of technical support. The new facility comes as part of EP's plan to develop capacities and boost technical knowledge pertaining to everything from postal operations and quality of service to e-commerce and product management. The Centre will forge new collaborations across countries, provide learning and showcasing opportunities and document and disseminate practices that have the potential for replication.

Knowledge

Knowledge products developed by the project will include a GIS database, to be shared with wider audiences and main stakeholders, as relevant. The database will contribute to mapping poverty and service delivery programmes as well as public utilities (fire/emergency services – providing insights that can be used more generally in development planning. Geodemographic data will provide accurate and relevant statistics to qualify, quantify and spatially reference planning, implementation and monitoring of development and economic processes, intervention strategies and projects. South-South cooperation partnerships that will be established/strengthened through the Training Centre will identify and share lessons learned that might be beneficial in the design and implementation of similar projects elsewhere.

Sustainability and Scaling Up

EP is expected to capitalize on enhanced business processes to sell products and services and either create new markets or enhance existing ones. Selected services can be provided at a cost either to government entities or authorized third parties, which will in turn generate revenue for overall operating costs.

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

Cost Efficiency and Effectiveness

By design, the project utilizes an integrated approach whereby the delivery of basic public services as the core goal of the initiative is to promote overall sustainable human development – and not just the use of modern technologies. The addition of an e-commerce dimension introduces new sustainability mechanisms and serves to foster social inclusion as marginalized communities are directly targeted. The project thus overcomes a purely technological approach and supports the deployment of new technologies to enhance financial inclusion and resilience.

Project Management

The project will be directly implemented by Egypt Post and operationalized in Cairo and across the nation. The physical project office will be located at EP's headquarters in Cairo's Smart Village. EP assumes full responsibility for the effective use of resources and the delivery of outputs in the signed project document. Documentation should be available on request to project monitors and designated auditors.

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

State's performance and accountability in programming, implementing and coordinating actions, especially those that reduce exclusion, vulnerabilities and gender disparities are improved.

Outcome 1.1 Government is operating with efficient and adequately resourced mechanisms of awareness creation, equitable targeting, delivering and monitoring of social protection services and access to adequate and affordable housing for children, young people, rural women, elderly and other vulnerable groups.

Outcome 1.2: Government applies improved pro-poor, inclusive and gender sensitive policies in financial and non-financial services supporting Micro and Small Enterprises (MSEs).

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

Level of public confidence in delivery of basic services

Applicable Output(s) from the UNDP Strategic Plan:

Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles.

Project title and Atlas Project Number:

EXPECTED OUTPUTS	OUTPUT INDICATORS[8]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year ...	FINAL	
Output 1 *EP's Service Delivery Mechanisms Modernised to*	*1.1 # of EP offices renovated and upgraded by geographical location according to project renovation plan*	*Egypt Post*	412	2017	170	170	170	170	170	850	

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[7] 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.

[8] 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.

Improve Staff/Customer Satisfaction	1.2 # of service delivery models developed or updated for increased reach and effectiveness	Egypt Post	Outdated	2017	Comprehensive plan for social benefit recipient databases development and updating prepared and implemented	Digitising and electronic archiving of Savings Booklet accounts complete	Command and control centre developed		Revision of existing policies to update as needed /adapt to changing contexts
	1.3 System in place to measure customer satisfaction	Egypt Post	Call centre receiving 7000-10000 calls per week, no systematic data analysis	2017	Call centre expansion plan prepared and implemented	50% of respondents report improvement in areas under survey	70% of respondents report improvement in areas under survey		
Output 2 EP equipped and utilising ICTs innovatively, to widen and improve accessibility (especially to poor and disadvantaged	2.1 General Department for GIS (GDGIS) is established	Egypt Post/MCIT	None	2017	Team is formed, HW & SW are acquired, adequate training is received, and EP GIS Database is established	Information products produced and provided	GDGIS serves external entities with information products, as well as building misc. GIS applications for community's benefit.		

	Egypt Post	Baseline	Year	Target				
2.2 National Postal Codes System developed	Egypt Post	Piloted in 3 districts	2017	Generate postal delivery areas nationwide. Demarcate each postal delivery area with 40-80 buildings	Postal code system in place with numbering system to uniquely identify each postal delivery area and support way-finding.	Design sign layout and placement of signs to demarcate the postal area and provide on-the-ground way-finding supporting postal operations as well as third-party usage	Unified geodata base updated and managed	
2.3 An e-commerce portal is established providing MSMEs with a one-stop access point #portal users and beneficiaries from different governorates	Egypt Post	Lack of a unified portal where sellers and buyers are linked	2017	No target; preparatory work to be completed.	E-commerce platform launched (Bareed Mall)	Communication and media campaigns for wide dissemination and stakeholder uptake	XX(TBD) EP staff trained to use and run the portal	XX(TBD) MSMEs using/accessing e-commerce portal
2.4 Offset print house and card centre developed and operationalized	Egypt Post	Outdated printing house	2017	No target; preparatory work to be completed.				
Output 3 Sustainability of EP is Further Enhanced via Internal and External Technical/Institutional Capacity Development								
3.1 Internal Audit Department established and personnel recruited	Egypt Post	No internal audit function	2017	TBD				
3.2 # staff recruited to meet EP operational and technical needs (disaggregated by sex)	Egypt Post		2017	TBD				

Indicator	Source	Baseline	Year	Target			
3.3 # gender-equitable capacity-building activities implemented and number of involved personnel (and % of EP staff trained (from total) (disaggregated by sex)	Egypt Post	Quantitative disaggregated data is not systematically incorporated into planning processes and there are no guidelines for doing so	2017	At least 6000 personnel successfully completed training programmes to develop certain skills (at least 50% are women)		Establish links and create synergies between relevant stakeholders	Coordination and mainstreaming of best practices.
3.4 # of SSC training programmes to personnel of other Post Offices in the region	Egypt Post	Regional training centre inaugurated Some parameters set but no special measures designed/ framework agreements for partner facilitation	2017	Plan re mandate, representation/ participation, taskforces, information-sharing & facilitation devised and implemented			

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	Annually, and at			

		the end of the project (final report)		
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 Plan[9]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Assessment		7	CPD Outcome 2	Dec 2020	MCIT	USD 5,000 MCIT
Final Evaluation		7	CPD Outcome 2	Dec 2023	MCIT	USD 5,000 MCIT

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[9] Optional, if needed

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VII. MULTI-YEAR WORK PLAN [10][11]

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	Y5	Y6	Y7		Funding Source	Budget Description	Amount
Output 1: EP's Service Delivery Mechanisms Modernised to Improve Staff/Customer Satisfaction Gender marker:GEN2	1.1 Renovation and upgrading of postal offices, and six EP-owned premises for adaptive reuse.								Egypt Post		Contractual services, ICT equipment, and fixtures	
	1.2 Comprehensive plan for social benefit recipient database development/updating prepared and implemented								Egypt Post		Training, software development	
	1.3 Digitising and electronic archiving of Savings Booklet account								Egypt Post		Training, software development	
	1.4 Command and control centre developed								Egypt Post		Contractual services, IT equipment, and fixtures	
	1.5 Call centre expansion plan prepared and implemented								Egypt Post		Contractual services, IT equipment, and fixtures	
	MONITORING								Egypt Post			
	Sub-Total for Output 1	350,000	350,000	350,000	300,000	300,000	750,000	750,000				3,150,0

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10 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

11 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.

Output	Activities								Responsible party	Inputs
Output 2:	2.1 Establish General Department for GIS (GDGIS) 2.1.1 Develop Postal Codes System (currently piloted in 3 districts, to be scaled up nationwide) 2.1.2 Establish GIS platform. 2.1.3 Develop EP's GIS Database 2.1.4 Conduct baseline study to monitor progress								Egypt Post	Contractual services, software development, training
EP equipped and utilising ICTs innovatively, to widen and improve accessibility (especially to poor and disadvantaged	2.2 E-commerce portal designed and launched 2.2.1 Communication and media campaigns for wide dissemination and stakeholder uptake								Egypt Post	Contractual services, media campaigns
Gender marker: GEN2	2.3 Offset print house and card centre operationalized								Egypt Post	Contractual services, equipment
	MONITORING									
	Sub-Total for Output 2	400,000	400,000	400,000	400,000	400,000	1,000,000			4,000,0
Output 3:	3.1 Gender-equitable training and development plan devised and implemented for new and existing staff 3.1.1 Recruitment of requisite personnel 3.1.2 Viable succession plan devised and implemented								Egypt Post	Contractual services, training, workshops, conferences
Sustainability of EP is Further Enhanced via Internal and External Technical/Institutional Capacity Development	3.2 Internal Audit Department established								Egypt Post	Contractual services
Gender marker:	3.3 South-South Cooperation logistics plan devised and implemented, links and synergies established 3.3.1 Coordination and mainstreaming of best practices (to be implemented through Centre)								Egypt Post	Workshops/ conferences, audiovisual/ print costs, travel, miscellaneous expenditures
	MONITORING								Egypt Post	
	Sub-Total for Output 3	300,000	300,000	300,000	300,000	300,000	750,000	750,000		3,000,0

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Evaluation (as relevant)	EVALUATION		
General Management Support			
TOTAL			10,150,0

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year							RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5	Y6	Y7		Funding Source	Budget Description	Amount
Output 1:	1.1 Renovation and upgrading of postal offices, and six EP-owned premises for adaptive reuse.								Egypt Post		Contractual services, ICT equipment, and fixtures	
EP's Service Delivery Mechanisms Modernised to Improve Staff/Customer Satisfaction	1.2 Comprehensive plan for social benefit recipient database development/updating prepared and implemented								Egypt Post		Training, software development	
Gender marker:GEN2	1.3 Digitising and electronic archiving of Savings Booklet account								Egypt Post		Training, software development	
	1.4 Command and control centre developed								Egypt Post		Contractual services, IT equipment, and fixtures	
	1.5 Call centre expansion plan prepared and implemented								Egypt Post		Contractual services, IT equipment, and fixtures	
	MONITORING								Egypt Post			
	Sub-Total for Output 1	350,000	350,000	350,000	300,000	300,000	750,000	750,000				3,150,0
Output 2:	2.1 Establish General Department for GIS (GDGIS) 2.1.1 Develop Postal Codes System (currently piloted in 3 districts, to be scaled up nationwide) 2.1.2 Establish GIS platform. 2.1.3 Develop EP's GIS Database 2.1.4 Conduct baseline study to monitor progress									Egypt Post	Contractual services, software development, training	

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Outcome / Gender marker	Activity	Partner	Budget description					Total
EP equipped and utilising ICTs innovatively, to widen and improve accessibility (especially to poor and disadvantaged	2.2 E-commerce portal designed and launched 2.2.1 Communication and media campaigns for wide dissemination and stakeholder uptake	Egypt Post	Contractual services, media campaigns					
Gender marker: GEN2	2.3 Offset print house and card centre operationalized	Egypt Post	Contractual services, equipment					
	MONITORING							
Sub-Total for Output 2				400,000	400,000	400,000	1,000,000	4,000,0
Output 3:	3.1 Gender-equitable training and development plan devised and implemented for new and existing staff 3.1.1 Recruitment of requisite personnel 3.1.2 Viable succession plan devised and implemented	Egypt Post	Contractual services, training, workshops, conferences					
Sustainability of EP is Further Enhanced via Internal and External Technical/Institutional Capacity Development	3.2 Internal Audit Department established	Egypt Post	Contractual services					
Gender marker:	3.3 South-South Cooperation logistics plan devised and implemented, links and synergies established 3.3.1 Coordination and mainstreaming of best practices (to be implemented through Centre)	Egypt Post	Workshops/ conferences, audiovisual/ print costs, travel, miscellaneous expenditures					
	MONITORING	Egypt Post						
Sub-Total for Output 3				300,000	300,000	300,000	750,000	3,000,0
Evaluation *(as relevant)*	EVALUATION							750,000
General Management Support								
TOTAL								10,150,0

Budget is stated in USD however, transfers of instalments will be made in EGP in accordance to the exchange rate of the day of transfer

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VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

1. The project will be executed by the Egyptian National Postal Organization, known as Egypt Post. It is planned to run for 7 years commencing September 2017 to August 2024. The EP will provide space for operations of the project and identify the space allocated with a distinct mark, a plaque by the door, in Arabic and English that states the name of the UNDP project.

2. Project Board: A Project Board will be established to take executive management decisions and to provide guidance to the National Project Director (NPD), including approval of project revisions, and of the project's annual work plan. Project assurance reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the NPD. The board contains three roles: an Executive Chair to the group, a Senior Supplier to provide guidance regarding the technical feasibility of the project, and a Senior Beneficiary to ensure realization of project benefits from the perspective of project beneficiaries. This group is consulted by the NPD for decisions when NPD tolerances (e.g., time and budget) have been exceeded.

3. The group will meet annually (or more frequently if necessary) and will be composed of:
Executive: Egypt Post

Senior Supplier: Ministry of Foreign Affairs, Ministry of Communication and Information Technology

Senior Beneficiary: Ministry of Communication and Information Technology

The NPD will act as secretariat for the committee, being responsible for convening the minutes, preparing the agenda, overseeing preparation of materials for presentation to the meeting and for preparing and distributing minutes of the meeting.
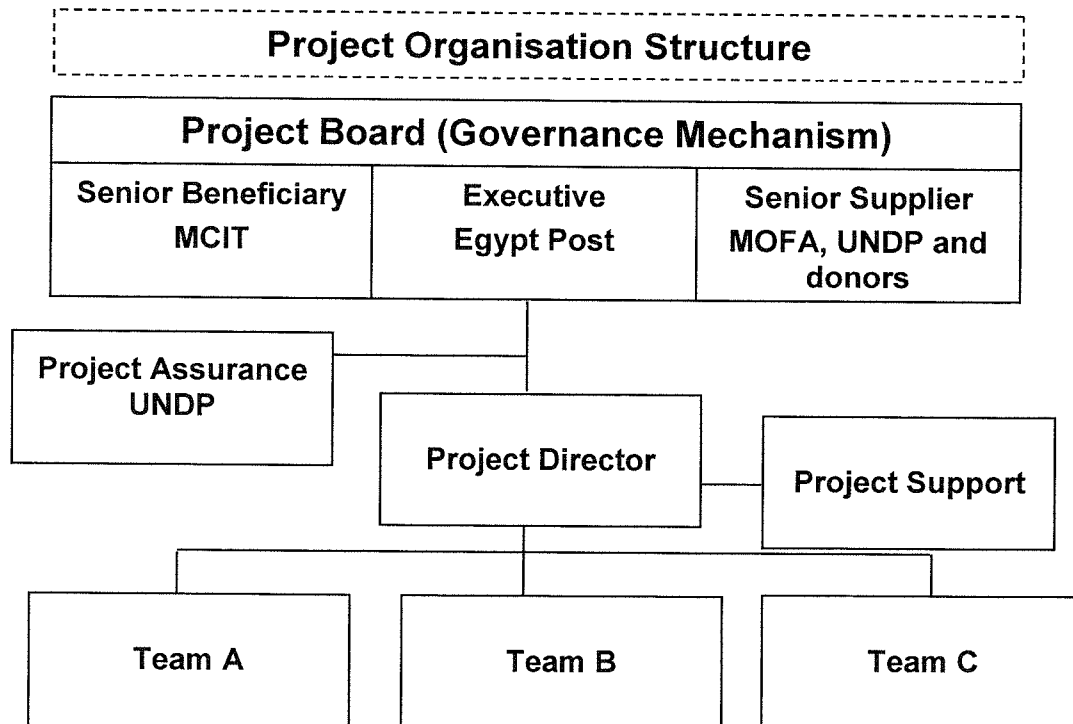
Project Assurance: is the responsibility of each Project Board member, but the role can be delegated. The Project Assurance role will support the Project Board by carrying out objective and independent project oversight and monitoring functions. This role of the Project Assurance ensures appropriate project management milestones are managed and completed. UNDP is responsible for designating a person to provide this oversight, which is mandatory for all projects.

National Project Director: The NPD will be recruited by Egypt Post Chairman and will report directly to the Chairman of the Egypt Post. The selection of the NPD will be in accordance with the principles of UNDP and should be transparent and open, giving full and equal opportunities to all candidates. Selection will be made on a competitive basis with paramount consideration to efficiency, competence and integrity. Selection should also be made by consensus between the Government and at least one UNDP staff member should be present on the interview panel. The Terms of Reference (ToR) for the post should identify the outputs, remuneration and evaluation process and should be agreed upon by both the Government and UNDP. The NPD appointment is on an annual basis and is subject to a performance review each year. The NPD will be responsible for the overall management of the project and will appoint and Output Manager for each of the outputs and these persons will oversee the day-to-day operations of the project. Terms of reference for the NPD and Output Managers are attached.

Output Managers: The output manager (OM) has the authority to run the project on a day-to-day basis on behalf of the project board within the constraints laid by the Project Board. The OM is responsible for day-to-day management and decision-making for the project, with a prime responsibility to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time. The OM will be responsible for coordinating the implementation of all project activities, developing action plans and reporting progress to the NPD as well as being responsible for coordinating, networking and soliciting the participation of all concerned. The OM will be responsible for the regular progress reports, identifying bottlenecks and suggesting corrective measures when necessary.

<u>Project Support:</u> The project support will provide project administration and management support to the NPD as required.

4. <u>Audit Arrangements:</u> An annual audit of the project will be coordinated by the UNDP and the audit costs will be charged to the project budget.

Project Organisation Structure

Project Board (Governance Mechanism)		
Senior Beneficiary **MCIT**	**Executive** **Egypt Post**	**Senior Supplier** **MOFA, UNDP and donors**

Project Assurance
UNDP

Project Director

Project Support

Team A	Team B	Team C

5. In accordance with the decisions and directives of UNDP's Executive Board, the contribution shall be charged:
   a. 3% cost recovery on government cost-sharing funds for the provision of general management support (GMS) by UNDP headquarters and country offices
   b. 8% cost recovery on ICT TF funds for the provision of general management support (GMS) by UNDP headquarters and country offices
6. Schedule of Payments:

Amount in USD*	Date
500,000	28-Feb-18
500,000	31-Jul-18
500,000	28-Feb-19
500,000	31-Jul-19
500,000	28-Feb-20
500,000	31-Jul-20
500,000	28-Feb-21
500,000	31-Jul-21
500,000	28-Feb-22
500,000	31-Jul-22
1,250,000	28-Feb-23
1,250,000	31-Jul-23
1,250,000	28-Feb-24
1,250,000	31-Jul-24
10,000,000	Total

*Transfers of instalments will be made in EGP in accordance to the exchange rate of the day of transfer

7. The cost-sharing contribution shall be paid in EGP, using the exchange rate of USD 1: EGP 18.14, to the following account, according to the schedule:
Bank Name: Commercial International Bank (CIB)   Bank Branch: Zamalek
A/C Name: United Nations Development ProgrammeA/C No.: 0790105183
Swift Code: CIBEEGCX007
8. The value of the payment, if made in a currency other than the United States Dollar, shall be determined by applying the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
9. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
10. All financial accounts and statements shall be expressed in United States Dollars. Cost sharing amounts are to be paid in local Egyptian Pound.
11. If unforeseen increases in expenditures or commitments are expected or realised (whether owing to inflationary factors, fluctuation in exchange rate or unforeseen contingencies), UNDP shall submit to

the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to mobilize additional resources.

12. UNDP will support resource mobilization efforts, through the ICT Trust Fund, to bridge the current funding gap.

13. UNDP will directly spend up to USD 300,000 to support project implementation.

14. Any interest income attributable to the contribution shall be credited to UNDP account and shall be utilized in accordance with established UNDP procedures.

15. The remaining cash balance from the previous phase of this project will be transferred to Phase III accordingly and deducted from the schedule of payments. Therefore, all commitments and contracts for Support to the Modernisation of Egypt Post Phase II will be paid from this project.

16. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

17. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

IX.   LEGAL CONTEXT

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 [name of entity] ("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

Option a. 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.

9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

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

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

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**