UNITED NATIONS DEVELOPMENT PROGRAMME

UN DP

Empowered lives.
Resilient nations.

<u>**PROJECT DOCUMENT (REVISED VERSION)**</u>
<u>Global Project:</u>
<u>Peer to Peer support for Humanitarian Leaders:</u>
<u>Strengthening the effectiveness of collective humanitarian response</u>

Project Title: Peer to Peer support for Humanitarian Leaders: Strengthening the effectiveness of collective humanitarian response

(Previous Project Title: STAIT: Strengthening the effectiveness of collective humanitarian response through the roll-out of the IASC Transformative Agenda)

Project Number: ATLAS 00088890
Implementing Partner: Direct Implementation
Start Date: 1 January 2015   **End Date:** 31 December 2019
PAC Meeting date: 24 April 2015

Brief Description
This substantive revision of the project "STAIT: Strengthening the effectiveness of collective humanitarian response through the roll-out of the IASC Transformative Agenda" (Atlas Award ID 00088890) extends the project duration by three more years until 31 December 2019. As the project's expected output and project management arrangements remains the same, this revision of the project document should be read in conjunction with the original project document (annex).
Considering the outcomes of the May 2016 World Humanitarian Summit and looking beyond the Transformative Agenda, the project title is also adjusted to reflect the change from "Senior Transformative Agenda Implementation Team (STAIT)" to "Peer to Peer support for Humanitarian Leaders", in order to better reflect the support offered to senior leadership in field operations through the activities of this project.

Contributing UNDP Strategic Plan 2014-2017 Outcome(s):
Outcome 5. Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change
Output 5.4. Preparedness systems in place to effectively address the consequences of and response to natural hazards (e.g. geo-physical and climate related) and man-made crisis at all levels of government and community

Total resources required 2017-2019:		**USD 8,400,000**
Total resources allocated (USD):	Approximately **USD 4,174,778**	
	UNDP	In kind
	OCHA	In kind (office space)
	USAID*	1,595,874
	Sweden	(tbc) 720,000
	Netherlands**	54,348
	Germany	(tbc) 660,000
	Switzerland	(tbc) 200,000
	Canada	(tbc) 660,000
	Australia	(tbc) 335,000
Unfunded 2017-19:	Approximately **USD 4,225,222**	

*Includes USD 795,874 carry-over from 2015-2016
** Carry-over from 2016

Agreed by:

UNDP Geneva Office	UNDP Crisis Response Unit
Maria Luisa Silva Director UNDP Geneva Office	Bruno Lemarquis Director a.i. Crisis Response Unit
Date: 19/05/2017	Date: 19/05/2017

I.   DEVELOPMENT CHALLENGE

The Situation Analysis (section 1) of the original project document remains relevant.

The project continues to support Humanitarian Coordinators (HCs) and Humanitarian Country Teams (HCTs) through mandatory Operational Peer Review (OPR) missions in L3 crises, and peer support missions to non-L3 crises. Missions will offer practical support to the senior leadership of humanitarian operations in the field and will be structured around the three pillars of the Transformative Agenda, leadership, coordination and accountability to affected people, and the outcomes of the World Humanitarian Summit (WHS) and the Grand Bargain commitments.

While the project is not responsible for supporting the implementation of commitments made at the WHS and the Grand Bargain, as it endeavors to address the specific issues faced by each single country, the project can facilitate sharing of lessons and relevant experiences from different field operations.

II.   STRATEGY

The Strategic Approach (section 2) of the original project document remains relevant for this project extension. The project will continue to support HCs and HCTs to deliver an effective humanitarian response based on the collective capacities of all humanitarian actors on the ground working coherently to deliver the right assistance, at the right time, at the right scale.

III.   RESULTS AND PARTNERSHIPS

Expected Results

The Project seeks to enhance the delivery of principled, high-quality, timely and predictable collective humanitarian assistance and protection by providing direct peer support to HCs and HCTs in field operations. It does this in two ways:

1. Conducting missions comprised of senior UN and NGO peers in support of HCs and HCTs either at the invitation of the HC, at the request of the Emergency Directors Group, or as a mandatory Operational Peer Review in the case of an L3 crisis.

2. Sharing learnings and concrete examples of good practice from field operations, in ways designed to be user-friendly for busy field leaders.

As a result, humanitarian leaders in field operations will be better prepared to collectively and effectively deliver humanitarian assistance and protection to people affected by crises.

Resources Required to Achieve the Expected Results

Under the direction of the Director/Team Leader (D2), the Project is composed of a core team of two Project Directors (D1), 1 Programme Specialist, 1 Programme Officer and administrative and support staff. International consultants provide support to the communication and knowledge management function of the project and for the management of the Project website. A pool of additional members includes senior UN and NGO colleagues with extensive experience in humanitarian operations who give their time to participate in field missions and provide substantive input on other Project activities.

Travel expenses related to the Project Missions, as well as IT and communication cost form the bulk of the resource requirements. OCHA and UNDP provide in kind support to manage and steer the Project through the Project Board. UNDP provides all administrative support for the operations of the Project, while OCHA provides the Project with Office Space in the Palais des Nations in Geneva.

The Project relies exclusively on voluntary contributions from donors.

Partnerships

In order to achieve its expected results, besides the HCs and HCT members (agencies and NGOs), the project works closely with clusters, inter-agency task teams and reference groups, and other organisations as required when carrying out missions.

The Project collaborates with Inter-Agency Standing Committee (IASC) members through the EDG, to support an effective feedback loop between HQ and field operations, in particular on issues requiring HQ support. The Project makes a systematic effort to make linkages, channel feedback and referrals to relevant entities and inter-agency groups to facilitate system-wide support. The Project uses a balanced UN/NGO approach where all team members participate under the same structure using the same approach. They look at collective results and how to put the affected people at the center which has proved effective in influencing change and leveraging support to collective efforts from the UN and NGOs at the field and Headquarter level.

In the development and dissemination of communications material, webinars and learning, the Project works together with IASC subsidiary bodies and the Global Cluster Coordination Group (GCCG) to ensure coordination and knowledge-sharing throughout the IASC structure. In its field support activities, the Project works closely with and complements efforts by different branches within OCHA working on strengthening humanitarian leadership, inter-cluster coordination, and the application of the humanitarian programme cycle.

In addition, the Project benefits from secondments from stand-by partners (currently NRC).

Risks and Assumptions

Based in Geneva, the Project operates in a low-risk environment. However, the project's activities face operational, strategic. financial and political risks as specified in the risk-log, annexed in this project report.

The Project Director is responsible for the identification of all significant risks and appropriate action including the implementation of a risk management strategy. This will be done in consultation with the Project Board.

Stakeholder Engagement

The main direct beneficiaries include HCs, HCTs, UN agencies and programmes, cluster lead agencies/coordinators/members, international organizations (ICRC, IFRC, IOM); international and national NGOs; and, ultimately, people affected by humanitarian crises.

Knowledge

Knowledge management and communications are important tools for exchanging and disseminating information from OPRs, peer support missions, and learning missions. The project maintains the deliveraidbetter.org website, which contains information on activities and the Project's communications products, and other useful products from partners. The Project's partnerships and networks are also utilized to maximize engagement and dissemination of materials from the Project and partner organizations. In designing and developing products and methods to communicate, attention is given to ensuring they are as accessible, practical, succinct and user-friendly for senior humanitarian leaders and staff.

Sustainability and Scaling Up

Following the discussion of the STAIT 2017-19 concept paper at the Emergency Directors' Group meeting in January 2017, the Project Board met and extended the project duration to December 2019.

Gender mainstreaming

To foster the Accountability to Affected Population (AAP) concept and its application to crisis countries, all STAIT missions include special reference on gender mainstreaming, and – when relevant to the context - gender based violence, and prevention of sexual exploitation and abuse. Gender-related action points are included into the HCT Action Plans and have included recommendations to enhancing gender based programmes, and strengthening HCT leadership on issues such as the prevention of gender based violence, and of sexual exploitation and abuse.

In addition, the project endeavours to have a gender balance in the composition of the P2P missions to crisis countries. This has greatly benefitted the analysis and understanding of gender issues faced by HCTs.

Good practices and lessons learned

The project revision builds on the results of the evaluation of inter-agency support to senior leadership in humanitarian crises and the implementation of the Transformative Agenda carried out by the Global Public Policy Institute[1]. It also builds on the views and impression from HCs collected via a survey in countries which received a mission. In addition, it reflects the outcomes of the May 2016 World Humanitarian Summit and looks beyond the Transformative Agenda.

IV.   PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The Transformative Agenda (TA) was launched by the IASC in December 2011 to improve the effectiveness and timeliness of international collective humanitarian response through stronger leadership, more effective coordination structures and improved accountability for performance and to affected people. In 2016, the Grand Bargain and World Humanitarian Summit recommendations suggested further ways to improve the efficiency and effectiveness of the international humanitarian response. The Peer to Peer Project is unique in its role to support Humanitarian Coordinators (HCs) and Humanitarian Country Teams (HCTs) to strengthen collective humanitarian response in field operations and improve its effectiveness.

The project also strives to achieve high efficiency and effectiveness and to limit its budgetary requirements. This is done by seeking staff secondment from Partners Organisations (currently NRC), and seeking partner UN and NGO funding for the participation of senior UN and NGO colleagues in field missions and other project activities. In addition, the project can maintain a lean project management structure due to UNDP and OCHA support, and reduce the overall cost with the provision of office space by OCHA.
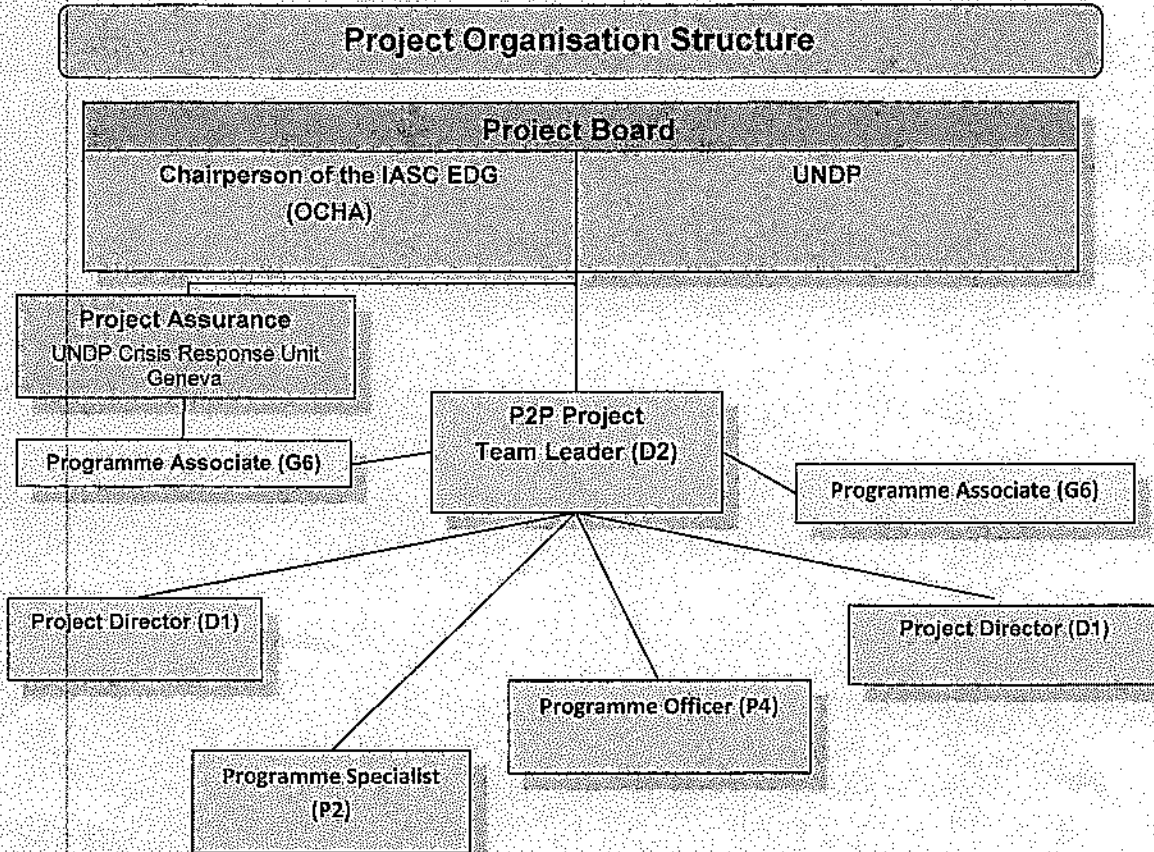
Project Management

The project is implemented by UNDP in accordance with its financial regulations, rules, practices and procedures. A Project Board composed of the chairperson of the EDG and a UNDP

---

[1] 3   Global Public Policy Institute, "IASC Transformative Agenda: A review of reviews and their follow up", on-line at http://www.gppi.net/fileadmin/user_upload/media/pub/2016/Krueger__Derzsi-

representative oversees the project implementation. The Project Board takes management decisions for the project when guidance is required by the Project Manager. The Project is based in the Palais de Nations Geneva.

While the project management arrangements remain the same as for the STAIT project; the project organigramme – reproduced below - has been reduced to reduce staff costs in line with budget availability and to reflect the current composition of the project.

Project Organisation Structure

Project Board

Chairperson of the IASC EDG (OCHA)	UNDP

Project Assurance
UNDP Crisis Response Unit Geneva

Programme Associate (G6)

P2P Project Team Leader (D2)

Programme Associate (G6)

Project Director (D1)

Programme Officer (P4)

Project Director (D1)

Programme Specialist (P2)

MONITORING AND EVALUATION

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.	Annually	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.	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.	Annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		

Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	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.	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.

I. RESULTS FRAMEWORK[2]

Applicable Output from the UNDP Strategic Plan 2014-2017:

Outcome 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change.

Output 5.4: Preparedness systems in place to effectively address the consequences of and response to natural hazards (e.g. geo-physical and climate related) and man-made crisis at all levels of government and community.

Expected Project Output:

Humanitarian Country Teams are supported by the Peer to Peer project to deliver an effective humanitarian response that capitalises on the collective strengths, capacities and expertise of UN agencies, international and national NGOs on the ground, and national and local authorities.

Project title and Atlas Project Number:

Peer to Peer support for Humanitarian Leaders: Strengthening the effectiveness of collective humanitarian response (Award ID:00088890)

(Previous Project Title: STAIT: Strengthening the effectiveness of collective humanitarian response through the roll-out of the IASC Transformative Agenda)

EXPECTED OUTPUTS	OUTPUT INDICATORS[3]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	2017	2018	2019	
Output 1 HCs and HCTs are aware of the global policy framework (TA and WHS commitments) and how to apply it at field in a way that is adapted to their specific context at the field level.	1. # of HCT members reporting a % increase in **their knowledge of the TA and WHS outcomes**	Annual Report	To be established	2016	+ 10%	+10%	+10%	Online surveys
	2. # of HCT members reporting a % increase in how and which global policy framework is applied to field operations.		To be established	2016	+ 10%	+ 10%	+ 10%	Online surveys
	3. # of webinars/attendance including HCs and HCT members		9/ 3000	2016	10/ 3,000 webinar participants	10/ 3,000 webinar participants	10/ 3,000 webinar participants	Webinar reports http://www.deliveraidbetter.org/
	4. # learning / communications products (video, audio, animation, summary papers) produced on issues relating to the global policy frameworks and critical humanitarian issues from the field.		30	2016	30	30	30	http://www.deliveraidbetter.org
	5. # significant policy fora and trainings participated by the Project Team		6	2016	8	8	8	Mission reports

The 2018 and 2019 targets may be modified with the revision of respective annual work plans.

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 ... x or for other targeted groups where relevant.

8

Output 2 HCTs have systems, procedures and competencies to implement an efficient, effective and accountable humanitarian response	1. # of P2P or OPR missions	Annual Report	5	2016	8	8	Mission Report
	2. # of Learning missions		1	2016	2	2	Mission Reports
	3. # of Update Reports from HCs/HCTs showing in-country progress following OPR and P2P missions		4	2016	8	8	Mission reports/follow-up
	4. # of training events and workshops with substantive participation from project leadership		12	2016	12	12	Mission reports
Output 3 Humanitarian policy and practice are informed by issues from the field (feedback and analysis of missions).	1. # of "trends analysis" papers produced per year (based on peer support and OPR mission findings)	Annual Report	2	2016	2	2	http://www.deliveraidbetter.or
	2. # of learning products and case studies produced per year (linked to P2P and Learning missions)		2	2016	6	6	http://www.deliveraidbetter.or

II. 2017 WORK PLAN [45]

The 2018 and 2019 work plans will be submitted to and approved by the project board at the beginning of each calendar year.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
OUTPUT 1. HCs and HCTs are aware of the global policy framework (TA and WHS commitments) and how to apply it in a way that is adapted to their specific context at the field level.	1.1 **Prepare and run ten interactive webinars** per year on critical issues in humanitarian operations which are reported from the field (through missions) and related to the WHS commitments and the TA, including: - Joint Needs Assessment; Joint Needs Assessment - Gender Based Violence (GBV) in humanitarian operations; - Collective humanitarian response (the HCT to work together to deliver collectively) - Others to be defined based on the mission results	x	x	x	x	Project team	Multi-donor contribution	Salary costs WebEx licence MailChimp Service Consultant (Comms)	USD 295,556
	1.2 **Maintain P2P website** as a platform for hosting information and a resource bank on humanitarian practice in different contexts.	x	x	x	x	Project team Web consultant (temporary)		Salary costs Consultant Web hosting	USD 210,000
	1.3 **Communications: Produce twenty learning / communications products (video, audio, animation, written summary papers)** on critical humanitarian issues in humanitarian operations (as identified in missions and OPRs) per year.	X	x	x	x	Project team		Salary costs Consultant Production costs	USD210,000
Gender marker 2	1.4 Project team participates in **eight significant policy for a** and/or training events with senior humanitarian leaders per year.	x	x	x	X	Project team		Salary costs	USD 150,000
	1.5 Bi-annual survey of HCs to assess their application of the global policy framework in their specific context (baseline and progress measured from survey)	X			x	Project team		Salary costs	USD 47,778
Sub total output 1									**USD 913,334**

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

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 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 the revision is only to re-phase activities among years.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount
OUTPUT 2. **HCTs have systems, procedures and competencies to implement an efficient, effective and accountable, humanitarian response based on the global policy framework (TA and WHS commitments)** Gender marker: 2	**2.1 Carry out [number to be determined based on activation of L3 crisis] Operational Peer Reviews (OPRs)** within 90 days of the declaration of an L3 emergency. Publish results (report) and support follow up work (action plan) with relevant HCT. (Produce three communications products (accessible media: animation, video, audio, summary papers, case study examples etc.) for each mission to support wider learning. Communication costs covered under Activity 1.3) NOTE: locations determinant on the activation of an L3 crisis.	x	x	x	x	Project team (and partners)	Multi-donor contribution	Salary costs Travel costs	USD 560,000
	2.2 Carry out 8 P2P missions to support HCs and HCTs to prioritise issues and implement a more effective and efficient humanitarian response per year. Publish results (report) and support follow up work (action plan) with relevant HCT in affected country, including mobilising appropriate support through specialised agencies and inter-agency groups and facilitating HCT meetings and mutual accountability workshops as required. NOTE: locations to be determined jointly by the EDG and the P2P	x	x	x	x	Project team (and partners)		Salary costs Travel costs	USD 420,000
	2.3. Carry out two Learning Missions per year to look at how HCTs (and partners) have addressed a specific challenging humanitarian situations. Disseminate learning results (reports) to other HCTs, and make results more widely available through the P2P website. (Produce three communications products (accessible media, animation, video, audio, summary papers, case study examples etc.) for each learning mission to support wider learning. Communication costs covered under Activity 1.3)	x	x	x	x	Project team (and partners)		Salary costs Travel costs	USD 440,000
	2.4 Tailored webinar sessions for the HC/HCTs on specific areas that need strengthening (see activity 1.1. on webinars). NOTE: Tailored webinars will be arranged upon request from a specific country or HC.	x	x	x	x	Project team (with OCHA's Humanitarian Leadership Support Unit, HLSU)		Salary costs WebEx licence	USD 135,556
Sub total output 2									USD 1,420,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
OUTPUT 3. Humanitarian policy and practice are informed by issues from the field (using P2P missions as a proxy). Gender marker. 2	3.1 P2P communicates findings of missions, illustrates humanitarian trends, and transmits field-based issues to decision-makers at the global policy level.	x	x	x	x	Project team	Multi-donor contributio n	Salary costs Travel costs	USD 59,259
	3.2 Produce briefings twice a year on findings, trends and practices, and present recommendations from the project to the IASC Emergency Directors Group and other relevant policy fora on request to inform policy development. Provide ad hoc information to other policy groups as requested.	x	x	x	x	Project team (close collaboratio n with EDG Secretariat and IASC Secretariat)		Salary costs Production costs	USD 100,000
	3.3 Produce short summary notes on field practice and case studies on lessons learned with a view to supporting and informing policy discussions.	x	x	x	x	Project team (close collaboratio n with research institutions and other agencies and NGOs with a focus on specific issues e.g. Civil-Military Coordinatio n Section on humanitaria n access)		Salary costs Production costs	USD 100,000
Sub total output 3									USD 259,259
Total Output									USD 2,592,593
Total Combined GMS 8%									USD 207,407
TOTAL PLANNED BUDGET									USD 2,800,000

12

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Management Arrangements (Section V) of the original project document remains relevant for this project extension. The Project Board Terms of Reference and ToRs of key management positions remain the same as of the original project document as well.

IX. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAAs for the specific countries; or (ii) in the Supplemental Provisions to the Project Document attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP ("Implementing Partner") in accordance with its own Financial Regulation and Rules.

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

    a. Consistent with the Article III of the SBAA *or the Supplemental Provisions to the Project Document*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such

responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

     i. 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;

     ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b. 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 responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It 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.

d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient 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.

e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', 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 it to find a solution.

f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

g. *Choose one of the three following options:*

Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient 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 this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Option 2: Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient 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.

Option 3: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient 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 responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient 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 such responsible party, subcontractor or sub-recipient 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.

h. Each contract issued by the responsible party, subcontractor or sub-recipient 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 it shall cooperate with any and all investigations and post-payment audits.

i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, 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.

j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. Global Project Document – STAIT: Strengthening the effectiveness of collective humanitarian response through the roll-out of the IASC Transformative Agenda (duration: 2015-2016)

2. Project Quality Assurance Report

3. Risk Analysis