

PROJECT DOCUMENT
[Nigeria]



Empowered lives.
Resilient nations.

Project Title: Lagos State Employability Support Project
Project Number: 00102453
Implementing Partner: Lagos State Employment Trust Fund
Start Date: March 2017 **End Date:** February 2019 **PAC Meeting date:**

Brief Description

Briefly describe the overall development challenge and the expected results of the project.

A main objective of this project is to increase the pool of skilled manpower in order to alleviate the acute shortages of employable labour which has forced several private sector companies in Lagos State to rely on neighbouring countries for artisans and craftsmen. In addition, another objective will be to match skilled manpower with hiring opportunities and ensure no less than 60% of manpower produced either have jobs or have setup businesses in their areas of interest and skill. The project will improve the quality of vocational training programmes for manufacturing, health care, construction, entertainment, tourism and hospitality, update their content to make the labour force technically more competent, strengthen vocational instructor training and improve the capabilities of the participating vocational training centres (VTCs) to plan and manage the training programmes. In addition, the project will address the intermediate barriers between the demand for skilled manpower and supply of the trained manpower by **ensuring hiring commitments are extracted from private sector employers; and improving the labour market information system through job matching and promotion related activities.** It is expected that through the project, 16,000 skilled manpower will be produced in a three-year period to cater for demand in key sectors and at least 60% of the skilled manpower produced will be hired in the private sector or have had own businesses setup. Also, 25 vocational training centres in Lagos will have new vocational curriculum as well as improved teaching skills for technical instructors. The project targets unemployed and under employed youths with or without skills and aged 18 to 45 years with special consideration for women.

Contributing Outcome (UNDAF Outcome 3.5):
 Nigeria's employment opportunities are expanded, driven by pro-poor, gender responsive and youth inclusive policies supported by skills-driven, competent capacities based on reliable, available and disaggregated data

Indicative Output(s) with gender marker²: GEN2

Total resources required:		
Total resources allocated:	UNDP TRAC:	1,000,000
	Donor:	Nil
	Donor:	Nil
	Lagos State Government:	3,000,000
	In-Kind:	Nil
Unfunded:		

Agreed by (signatures)¹:

Government	UNDP	Implementing Partner
Print Name: AKINYEMI ASHADE	Print Name:	Print Name: AKINTUNDE
Date: 03/07/2017	Date: 31/05/2017	Date: 31/05/2017

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

Nigeria is currently facing an upsurge in unemployment. By 2006, the composite unemployment rate based on the ILO classification pattern was 3.5% but by the third quarter of 2016 it has risen to 13.9% based also on the ILO approach as applied by the National Bureau of Statistics (NBS). The trend is particularly worrisome for the youths. In the last ten years, about 20 million youths have entered into the country's labour market and a substantial percentage of them have not secured decent employment. Infact youth unemployment doubled in five years from 12.7% in 2006 to 23.9% in 2011. As at first quarter of 2016, the youth labour force was estimated at 38.2 million with an estimated 15.2 million or 42.24% of them unemployed. The situation has heightened the level of poverty in the country bringing it to almost 60 percent on the average and 65.3% for the youth. At the State level, the unemployment rate has followed a similar pattern. For instance, in Lagos State, the unemployment rate which according to NBS was 15.5% in 2006 increased to 27.6% in 2009.

Paradoxically, despite the huge unemployment rate in Nigeria, several firms and industries are unable to find youths (graduate and non-graduates) with requisite skills for employment. As a results, several firms in Nigeria fill up such manpower gaps with youths from neighbouring countries (Togo and Benin Republic) who have the required skills. As such, Nigerian graduates, artisans and craftsmen are left without jobs.

Recent research and labour market empirical analysis (see for eg, ILO, 2010 and Fraser, 2011) suggest that there are both supply- side and demand side barriers to youth labour market entry. While the supply side barriers relate to characteristics of young people such as skills mismatch/ deficiencies, the demand side barriers relate to slow job growth economy/ business needs, employer discrimination, high labour costs, unbalanced employment protection legislation, poor signalling and inadequate job matching. The general belief is that these supply side barriers especially job skills mismatches and poor quality education/skill training are major reasons hindering youth from finding employment. In a UNESCO (2007) study, reasons for graduate unemployment in developing countries was attributed mainly to mismatch of qualifications and skills with employers needs including the divergence of jobs available and needed versus the type of graduates being produced. Similarly, a UN World Youth Report (2012) revealed that many young people also question the relevance of their education and whether it is adequately tailored to the actual dynamic needs of the labour market.

Coincidentally, the incidence of this barrier is illustrated by the popularity of active labour market training programmes and its high frequency in many countries. In a study by Betcherman et al (2007), thirty-eight per cent (111 of 289) of youth unemployment interventions recorded in 2007 addressed skills barriers through training, and this seems to be higher for developing countries.

Mismatches in non-technical skills such as numeracy, literacy, soft and life skills are also increasingly recognized as a key barrier to the employment of youth (ILO, 2010). A recent study of Ghana and Senegal by the Youth Employment Network and the International Youth Foundation shows that lack of life skills, lack of initiative and insufficient literacy skills were identified as the primary constraints when hiring young workers. According to a report by the Daiberg Group in 2016, 25% of the available workers are either unemployed or underemployed due to lack of necessary skills or poor quality skills. The report also indicates that two-third of the jobs created is in the informal sector but the employees have limited skills and knowledge needed in these jobs. The Global Construction Survey by KPMG shows that construction companies are struggling to recruit qualified craft workers and planners for projects; while insufficient supply of planners and project management professionals restrict their work progress. This suggests there are job opportunities for Nigerians with requisite skills in various sectors including and especially the informal sector.

Closely related to the supply side barriers are Intermediate Barriers which can have important influence on youth unemployment and include job search barriers (inadequate job matching and poor signalling) as well as start-up barriers (lack of access to capital and lack of access to information). Inadequate job matching leads to suboptimal job allocations, especially among the most disadvantaged job seekers that lack access to job networks and social capital (ILO, 2010). In some countries there are institutions which are concerned with intervening in the workings of the labour market, such as Public Employment Services (PES), often concerned with matching the unemployed to job vacancies and providing various kinds of support such as training and advice. The poor signalling effect limits the ability of jobseekers to inform employers of their level of skills. Often obtaining a degree in several countries does not mean much in the labour market, if there is no signal to employers of the skills inherent in such degrees.

A central premise for transformation of Nigeria's economy is to harness the potentials of the growing working population especially the youths, majority of who are unemployed, discouraged or vulnerably employed. The costs of long spells of unemployment especially for youths has been noted as very severe. This therefore requires strong efforts to have policies, programmes and strategies to enhance the economic opportunities of the large and growing young people and harness their potentials. The UNDP Youth Strategy 2014-2017 provides a three pronged framework; working with youths as beneficiaries (target groups), engaging youths as partners (collaborators) and supporting youths as leaders (initiators).

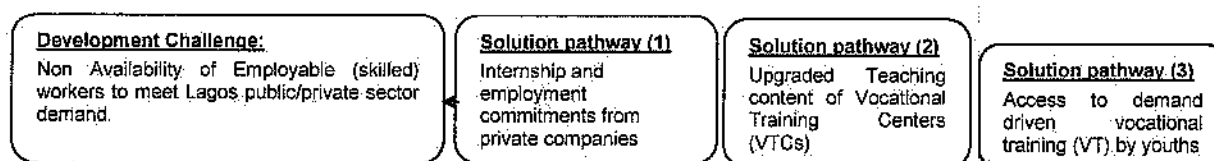
This project targets youths as beneficiaries and seeks to increase the pool of skilled and employable manpower in Lagos State so as to alleviate the acute shortages in key sectors as manufacturing, health care, construction, entertainment and tourism. The project also aims to improve the quality of training programmes offered by selected vocational centres in Lagos in

manufacturing, health care, construction, entertainment and tourism by updating their content to make the labour force technically more competent, strengthen vocational instructor training and improve the capability of the host agency to provide the necessary labour market information to aid the skills demand and supply sides.

II. STRATEGY

The Theory of Change:

The Lagos Employability Support Project seeks to change the current challenge of 'non availability of employable (skilled) workers to meet the Lagos state public/private sector demand in certain sectors and trade areas. This will be addressed through three interrelated solution pathways and which will contribute to addressing the acute skilled manpower shortages in Lagos State and in Nigeria in general. Through this project, UNDP and Lagos State Employment Trust Fund (LSETF) will hopefully expand employment opportunities for youths, strengthen human capital potentials of the youths, upgrade the technical quality of vocational centres and the teaching skills of centre instructors and also build durable labour market linkages on both the demand and supply sides in Lagos State.



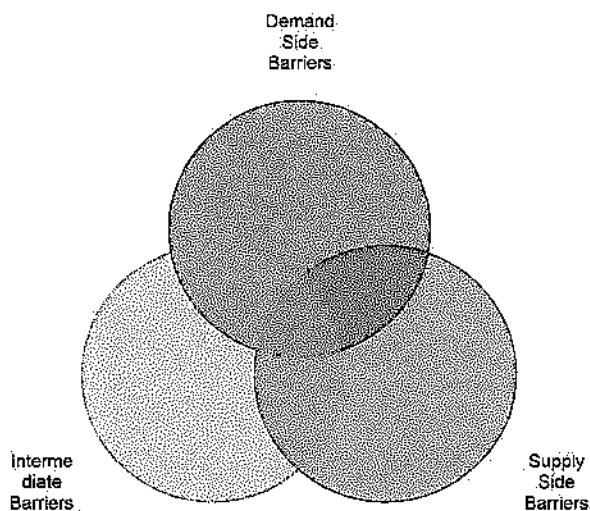
The 'Lagos State Employability Support Project' is thus a proposed transformational approach to addressing the employment challenge in Lagos State especially for youths. It targets 16, 000 beneficiaries annually and will hopefully expand employment opportunities, strengthen human capital and build durable labour market information linkages. Human Capital Theorists (Becker, 1962, 1964, 1992 and Mincer, 1962, 1974) completely favour the supply side barriers positing that individuals differ from one another in terms of the amount of skill they possess and such skills could be augmented through schooling and training. The theory therefore suggests that current investments in personal education, training and development lead to higher future returns (such as higher wages and higher productivity), and that individuals who invest in their own skill development do so with the expectation of higher earnings over time and therefore prefer long-term employment. According to this theory, education and training create useful market skills and the solution to the youth unemployment trap is to provide youths with more skills/training or with incentives to obtain skills.

Strategy:

There are several ongoing 'employment support programmes' especially for youths across Nigeria implemented by Federal/State Governments, Private Sector Organizations, Donors and Foundations including religious groups with varied lessons. In recent past, UNDP implemented 'The Nigerian Youth Entrepreneurship Development Programme (NYEDP) in partnership with the Federal Ministry of Youths and also the Youth Empowerment Programme (YEP) in partnership with Delta State Government and the United Nations Office of Project Services (UNOPS). While both projects focused on increasing the level of employment (formal and self) especially for youths, the strategies adopted for the implementation differed to a small extent.

At the regional level, UNDP together with other partners has supported several Sub-Saharan countries to design programmes and projects to meet the daunting challenge of youth employment and development of skills. The lessons learned from the implementation in several of these countries suggests that an integrated approach can yield better results. A combination of demand driven commitment and training curriculum, vocational training and youth accessibility to low-interest credit, has had a positive impact on increasing the level of youth formal and self-employment.

This project adopts a unique strategy based on an 'ecosystem approach' by addressing both supply, demand and intermediate barriers to youth unemployment. While the Lagos Employability Project is similar to other youth employment efforts across Nigeria implemented by both public and private sector organizations, it is somewhat unique because of its ecosystem strategy.

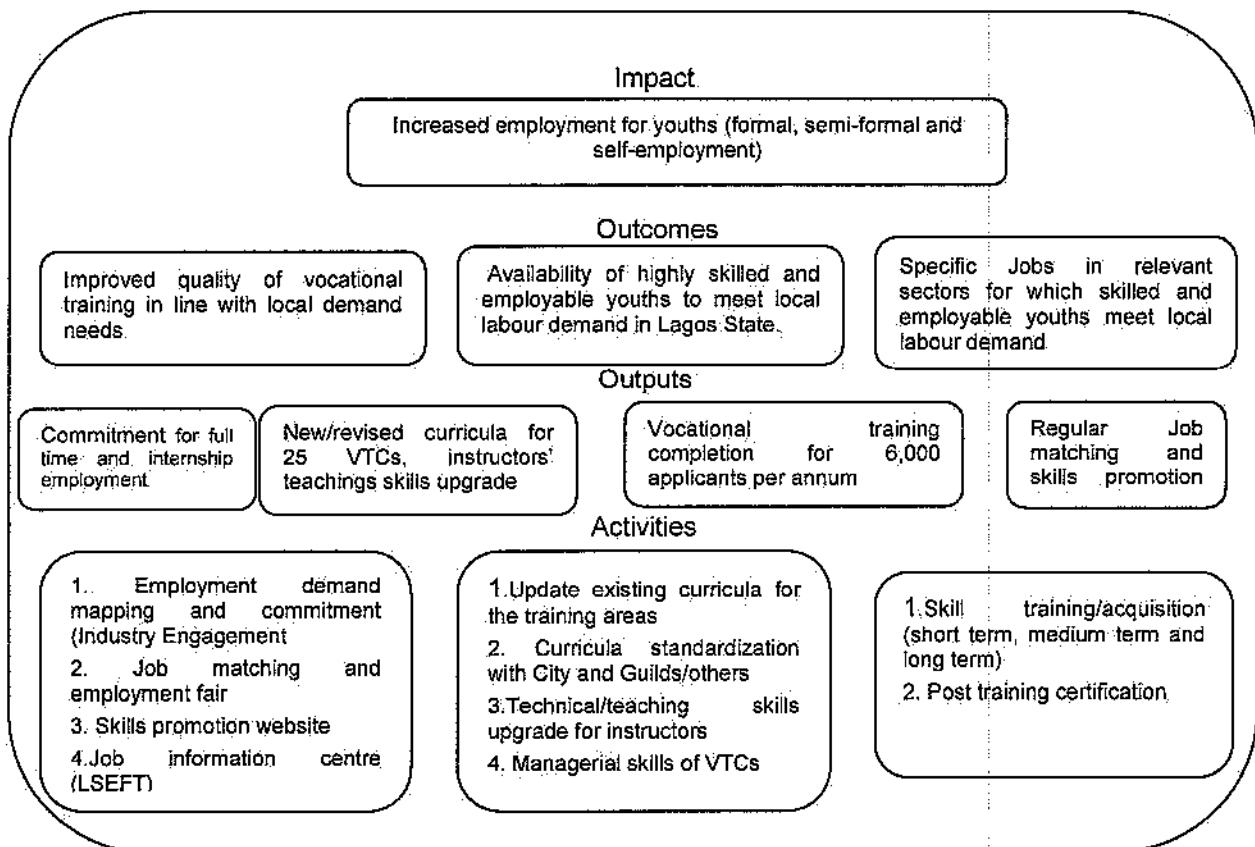


Our Ecosystem strategy will address in an interrelated manner the supply, demand and intermediate barriers limiting employment creation. On the supply side, the project will address issues related to; mismatch in skills, and poor education. On the Demand side, the project will address issues related to employable labour search while the intermediate barrier issues the project will focus on relate to job matching and access to labour information. Inadeq matching leads to suboptimal job allocations, especially among the most disadvantaged job seekers that lack access to job networks and social capital (ILO, 2010). In some countries there are institutions which are concerned with intervening in the workings of the labour market, such as Public Employment Services (PES), often concerned with matching the unemployed to job vacancies and providing various kinds of support such as training and advice. The poor signalling effect limits the ability of jobseekers to inform employers of their level of skills. Often obtaining a degree or a vocational qualification in several countries does not mean much in the labour market, if there is no signal to employers of the skills inherent in such degrees.

The project strategy will therefore require a broad coalition of partners including private sector companies, donors and related Lagos State public institutions.

III. RESULTS AND PARTNERSHIPS

Expected Results



Resources Required to Achieve the Expected Results

- At the project commencement stage, UNDP, the Lagos State Employment Trust Fund (LSETF) will provide resources to ensure successful project take-off. Based on the future resource need as identified during implementation, the project will initiate engagement lines with key stakeholders to augment the available resources. This will include discussions with Lagos based private sector, international development partners and key foundations. A key input required for commencement of the project activities is the 25 Vocational Training Centres (VTCs) in Lagos where the skills based training will be conducted. It is expected that these centres will be fully functional and with necessary equipment for the different skills focus areas. It is also expected that the centre instructors required for the training will be readily available for the instructor training as well as well the beneficiaries training.

Partnerships

- The Lagos Employability Support Project is a partnership between UNDP, Lagos State Employment Trust Fund (LSETF) but will involve a collaboration of key actors in the public and private sector in Lagos State. LSETF is uniquely positioned to deliver on the project activities. UNDP also has the convening power to bring together key partners to ensure success in the project implementation. Partners will be involved at the State and National levels and will include private sector companies, UN Agencies (ILO and UNIDO), Donor Agencies, civil society and national based foundations. There will be contacts with the African Development Bank (AfDB) and the World Bank offices in Nigeria given the fact that they have similar programmes that are planned for take-off. In addition, high level technical experts within and outside of Nigeria will be invited on short term support assignments towards activities implementation.

Industry Engagements

- In addressing the supply side of the Eco System, the Project Implementation Unit with Technical Partner will start with engaging the relevant Companies in the industries identified for off take of trained Participants. This Engagements will be Sector specific and will include the commitment for Offtake and their feedback for curriculum upgrade.
- In addition to engaging potential employers, the implementation partners will also engage various trade groups to ensure their cooperation, by using advocacy and consensus building.

Risks and Assumptions

- There are few risks that are anticipated during the project implementation as well as the sustainability of expected results. A first level risk relates to the instructors at the vocational training centres that will be used for the training, who may not easily accept the re-training programme to equip them for the task. A mitigating measure is to obtain early enough contacts of other qualified instructors that can be deployed to participate at short notice. A second level risk is the possibility of private sector companies in Lagos employing the trainees on completion of the vocational training programme. As such, the project will engage the private sector (potential demand) early on in the process and enable them contribute to shaping the training curricula to reflect their skills preferences.

Stakeholder Engagement

- The key stakeholders to this project include the target beneficiaries (individuals aged 18-45 years), the vocational training centres, Lagos based private sector companies in construction, tourism and hospitality, entertainment, manufacturing and health care, public sector institutions in Lagos. LSETF and UNDP as core implementers and convenors will engage the respective stakeholders. The consultation of the private sectors early on through the demand mapping activity will be key to the project's long term success.

South-South and Triangular Cooperation (SSC/TrC)

- The project will use South-South and Triangular Cooperation to support the implementation of key activities especially the vocational training. Several countries in Africa have implemented key vocational training programmes mainly targeted at youths and in the process have established good vocational training centres with highly skilled instructors. As part of the project implementation process, there will be linkages established with such countries in Africa, Asia and Latin America with such upgraded vocational training centres. As usual, such linkages will underscore the principle of respect of national sovereignty, national ownership and independence and mutual benefit.

Knowledge

- The project is expected to generate several knowledge products which will be published in hard and electronic formats. The project's skill promotion updates will be useful for private sector companies especially the data on available skills after completion of each vocational training module. Besides, the lessons learnt from the project will be produced and widely circulated across federal and State governments in Nigeria.

Sustainability and Scaling Up

- The Technical Partner will be a registered business for training and skills acquisition in Nigeria. Services will be available post Government intervention to public and private sector institution. Expertise built during the Programme can be exported to other States. Technical Partner should demonstrate the ability to build a sustainable business that is not dependent on Government intervention fund.

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

Cost Efficiency and Effectiveness

- *Identify how the strategy is expected to deliver maximum results with available resources, with reference to evidence on similar approaches in this country or similar contexts. Include measures based on good practices and lessons learned. Explain why the selected pathway is the most efficient and effective of available options. Possible approaches can include:*
 - i) Using the theory of change analysis to explore different options to achieve the maximum results with available resources*
 - ii) Using a portfolio management approach to improve cost effectiveness by leveraging activities and partnerships with other initiatives/projects.*
 - iii) Through joint operations (e.g., monitoring or procurement) with other partners.*

Project Management

Information on the location(s) where the project will be operationalized, the number and location of physical project offices, arrangements for dedicated or shared operations support, how the project will work with other projects, etc. In this section, also describe the audit arrangements, collaborative arrangements with related projects and UNDP Direct Country Office Support Services and direct project costing, if applicable.

V. RESULTS FRAMEWORK

<p>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: Nigeria's employment opportunities are expanded, driven by pro-poor, gender responsive and youth inclusive policies supported by skills-driven, competent capacities based on reliable, available and disaggregated data</p> <p>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: Unemployment rate (% of labour force) (ILO estimate) Baseline (2014) (Male): 7.6%; (Female): 7.3%. Targets (2022) (Male): 6.5%; (Female): 6.1%.</p> <p>Applicable Output(s) from the UNDP Strategic Plan: Output 1.1, National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment- and livelihoods- intensive</p> <p>Project title and Atlas Project Number: Lagos State Employability Support – 00102453</p>												
EXPECTED OUTPUTS	OUTPUT INDICATORS	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 Job matching and skills promotion	1.1 No of job promotion programmes	Project Reports	0	2016	2	2	2	2				Primary data collection using project reporting template
	1.2 No of private sector companies participating	Project Reports	0	2016	10	20	20	20				Primary data collection using project reporting template
	1.3 No males that gain employment through job matching and skills promotion	Project Reports	0	2016	1,360	2,400	2,400	2,400				Questionnaires or Surveys
	1.4 No females that gain employment through job matching and skills promotion	Project Reports	0	2016	1,600	2,560	2,560	2,560				Questionnaires or Surveys
Output 2 New/improved curricula and training materials for 25 VTCs	2.1 No of VTCs in Lagos with new and improved curricula	Project Reports	0	2016	5	20	-	-				VTCs Documents and Records review.

Output 3 vocational training completion for 23,000 applicants per annum	3.1 No of males that complete the vocational training programme	Project Reports	0	2016	1,700	3,000	3,000	VTCs Documents and Records review.
	3.2 No of females that complete the vocational training programme	Project Reports	0	2016	2,000	3,200	3,200	VTCs Documents and Records review.
	3.3 No of VTC Instructors that benefit from skills upgrade	Project Reports	0	2016	28	43	43	VTCs Documents and Records review.

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.	LSETF/UNDP	\$1,000
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.	LSETF/UNDP	\$3,000
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.	LSETF/UNDP	\$1,500
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.	LSETF/UNDP	\$2,000
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.	LSETF/UNDP	\$1,000
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 log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		LSETF/UNDP	\$500
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance	Annually	Any quality concerns or slower than expected progress should be discussed	LSETF/UNDP	\$3000

	<p>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.</p>		<p>by the project board and management actions agreed to address the issues identified.</p>	
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Evaluation Plan²

Evaluation Title	Partners (if joint)	Related Strategic Output	UNDAF/CPD Outcome	Planned Completion Date	Key Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	LSETF/UNDP	National development planning and policy reforms to transform productive capacities	Nigeria's employment opportunities are expanded, driven by pro-poor, gender responsive and youth inclusive policies supported by skills-driven, competent capacities based on reliable, available and disaggregated data	February 2019	LSETF, UNDP	\$20,000

² Optional, if needed

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (\$)					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Funding Source		Budget Description	Amount	
Output 1 Job matching and skills promotion	1.1. Industry Engagement (2 every quarter)	22	22	22		LSETF	CS			
	1.2 Employment mapping/ skills promotion website	109	22	22		LSETF	UNDP			
	1.3 Job information road shows/ Fair (LSETF)	36	36	36		LSETF	CS			
	MONITORING	4	3	3		LSETF	CS			
	Sub-Total for Output 3								337,000	
Output 2 New/improved curricula and training materials for 25 VTCs	2.1 Update existing curricula for the training areas	19	35	28		LSETF	UNDP			
	2.2 Curricula standardization with City and Guilds/others	39	70	56		LSETF	UNDP/CS			
	2.3 Technical/teaching skills upgrade for instructors	19	35	28		LSETF	CS			
	MONITORING	5	5	5		LSETF/UNDP	UNDP			
	Sub-Total for Output 1								344,000	
Output 3 Vocational training completion for 23,000 applicants per annum	3.1 Skill training - Construction	205	513	513		LSETF	CS/UNDP			
	3.2 Skill training- Garment Manufacturing	85	85			LSETF	CS			
	3.3 Skill training - Health Care	208	312	416		LSETF	CS			
	3.4 Skill training - Tourism & Hospitality	94	188	188		LSETF	CS			
	3.5. Skill training- Entertainment	103	103	103		LSETF	CS			
	3.6. Skills training - Recertification	36	36	36		LSETF	CS			

	MONITORING												
		25	25	25	25	LSETF/UNDP	UNDP						
Sub-Total for Output 2													3,299,000
Evaluation (as relevant)													20,000
TOTAL													4,000,000

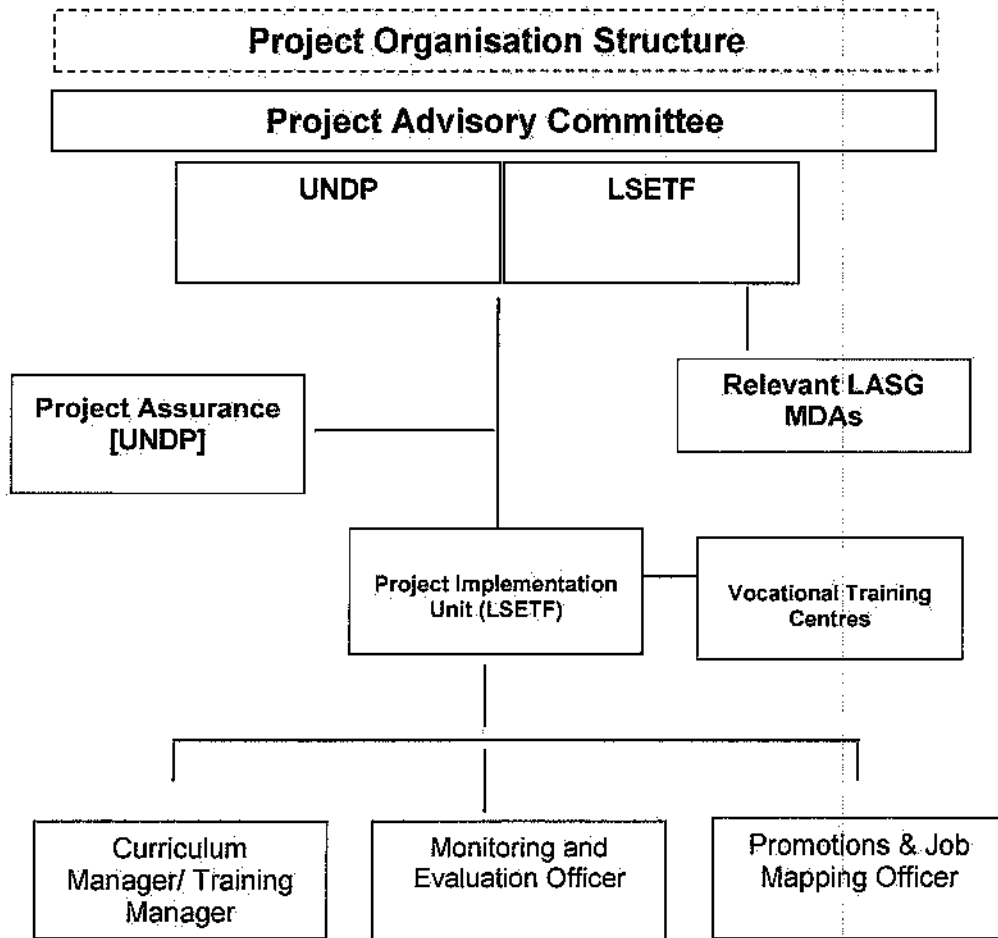
Naira Inputs @ US\$1 -- NGN 365

Total Output -

Y1, 3,700

Y2, 6,200

Y3, 6,200



IX. LEGAL CONTEXT

Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Nigeria 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 Lagos State Employment Trust Fund ("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

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/aa_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**