



Project Title: Engage Eritrean Diaspora Professionals in the National Capacity Development Programme

Project Number: To be generated

Implementing Partner: Ministry of National Development

Responsible Parties: Government Sector Ministries and Institutions

Start Date: 2018

End Date: 2020

PAC Meeting date:

Brief Description

The objective of the Project is to support national capacity building of government ministries and institutions in various development sectors through transfer of knowledge of Eritrean professionals in the Diasporas; thus, contributing with an invaluable, efficient, and sustained input to the socio-economic development efforts of the country capitalizing on Eritrea's own human resources. Eritrea, despite limited resources, has invested heavily in education- preschool to tertiary, as well as technical and vocational training. The government is making strenuous efforts to ensure that all young people who cannot or opt not to pursue higher education can acquire vocational and technical skills that would enable them to lead decent lives and contribute to nation building. Every year, it is providing such training to thousands of high school graduates. Eritrea has embarked on a critical program to benefit from the vast capacities of the Eritrean Diaspora, which has a large number of highly qualified people in areas of crucial priority for its development agenda.

Thus, this project aims to engage in the first phase 500 Eritrean Diaspora Professionals to contribute in the national capacity building initiatives of the country over the coming three-year period (2018-20). The professionals are expected to provide technical, technological, managerial and administrative services for periods ranging from a few weeks to one year, depending on needs and their availability. The programme will be open to all Diaspora Eritreans and efforts will be made to ensure gender balance on selection and deployment process of the professionals.

Contributing Outcome (SPCF/CPD, RPD or GPD):

By 2021, the population, including vulnerable groups, benefit from evidenced based planning and policy; accountable public institutions and systems that ensure human rights and equitable public service delivery
Indicative Output(s) with gender marker²:

Output 3.2. Selected government institutions have enhanced managerial and technical capacity for public administration and public financial management.

Total resources required:	7,450,000.00	
Total resources allocated:	UNDP TRAC:2018-20	750,000.00
	Donor:	
	Government:	
	In-Kind:	
Underfunded:	6,700,000.00	

Agreed by (Signatures):

Government/Implementing Partner	UNDP
Dr. Giorgis Teklemikael Minister of National Development <i>22/03/2018</i>	Susan Nigongi UNDP Resident Representative <i>[Signature]</i>
Date: <i>22/03/2018</i>	Date: <i>26-3-2018</i>



I. DEVELOPMENT CHALLENGE

1. Introduction

Though Eritrea is relatively young as an independent state, past neglect to meaningful human resource development is primarily responsible for the prevalence of youth devoid of necessary skill critical for the socioeconomic development of the country. The government conscious of these daunting problems and challenges the country facing swiftly moved to address them by formulating National Education Policy which highlights Government's commitment to the development of the education sector. It is strongly believed this conscious intervention by the Government to develop its human capital is a sure strategy that could contribute to its overall socio-economic development. One of the possible options to mitigate this problem is to hire foreign expatriates, but it can hardly be materialized from its own meagre resources. Hence, as part of national capacity building, the Government of State of Eritrea is planning to use the Eritrean Diaspora professionals with UNDP support.

2. Situation Analysis

The Government of Eritrea believes that sustainable and broad-based development can only be achieved on the basis of a highly knowledgeable, skilled and innovative population- women and men, as well as on capable and effective institutions. Capacity building- technical, technological, managerial and administrative- has therefore been a key priority for the government. Despite limited resources, Eritrea has invested heavily in education- preschool to tertiary, as well as technical and vocational training. The government is making strenuous efforts to ensure that all young people who cannot or opt not to pursue higher education can acquire vocational and technical skills that would enable them to lead decent lives and contribute to nation building. Every year, it is providing such training to thousands of high school graduates. Eritrea has also embarked on a critical program to benefit from the vast capacities of the Eritrean Diaspora, which has a large number of highly qualified people in areas of crucial priority for its development agenda. The program has been communicated to Diaspora communities by touring government officials as well as personnel of Eritrean embassies. The government has already started to develop a data base of Eritrean professionals and skilled personnel throughout the world. It has been able to benefit from the services of a few them through government limited financial allocations.

3. Project Description/Rationale

This project is prepared as per the request of the Government. Eritrea is a developing country that inherited backward and war-torn economy. Furthermore, the border war with the neighbouring country has adversely affected the socio-economic infrastructures and gains attained during the first few years of independence (1991-1998). The no-war-no-peace situation is lingering for more than 15 years due to lack implementation of the binding decision of the Eritrea-Ethiopia Boundary Commission¹ and has adversely affected the economic growth and development, with human and financial resources diverted toward national defence. The economic growth and development of the country is also constrained by external factors, such as the United Nations sanctions, which the government believes are unjustified. Young Eritreans are particularly affected by the lack of economic/employment opportunities. The lack of meaningful human resource development is critically affecting the youth and the general population to live decent life and to contribute for the socioeconomic development of the country. The government conscious of these daunting problems and challenges is doing its level best to address them by formulating National Education Policy which highlights Government's commitment to the development of the education sector. One of the possible options to mitigate this problem is to hire foreign expatriates but doing so was challenging due to the country's own meagre resources. Hence, as part of national capacity building programme, the Government of State of Eritrea is planning to use the Eritrean Diaspora professionals transfer of Knowledge through Eritrean Diaspora professionals. The programme is open to all Diaspora Eritreans and efforts will be made to ensure gender balance during the selection and deployment of the professionals and the beneficiaries of the

¹ UN Security Council report S/2012/412.

programme. The programme is highly cost effective as it would only cover costs of travel and nominal stipend of the professionals as necessary.

The programme follows the principles of accountability, participation and inclusion, and equality and non-discrimination of any form including race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. The programme also ensures meaningful, effective and informed participation of stakeholders and communities in the formulation, implementation, monitoring and evaluation of Programmes and Projects. The programme will be open to all Diaspora Eritreans and efforts will be made to ensure gender balance on selection and deployment process of the professionals.

II. STRATEGY

1. The UNDP Strategic Plan, SPCF/CPD

The objective of the Project in Eritrea is to support national capacity building of government ministries and institutions in various development sectors through transfer of knowledge of Eritrean professionals in the Diasporas; thus, contributing with an invaluable, efficient, and sustained input to the socio-economic development efforts of the country capitalizing on Eritrea's own professional human resources.

The project fits in to the UNDP Strategic Plan 2018-21, SPCF 2017-2021. Anchored in the 2030 Agenda, and committed to the principles of universality and equity, UNDP's vision for the 2018-2021 Strategic Plan is to help countries eradicate poverty in all its forms, accelerate structural transformations for sustainable development, and build resilience to crises and shocks. This Strategic Plan sets out a vision for UNDP's evolution over the next four years, responding to a changing development landscape and the evolving needs of our partners. It describes how UNDP will support countries to achieve the 2030 Agenda and the Sustainable Development Goals, as well as other commitments agreed by UN Member States. The Plan reinforces UNDP commitment to working in partnership with Governments, civil society and the private sector, as a catalyst and facilitator of support from the United Nations System.

By 2021, the SP aims to catalyze tangible progress on:

- Eradicate poverty in all its forms
- Accelerating structural transformations for sustainable development, especially through innovative solutions that have multiplier effects across the SDGs;
- Building resilience to crises and shocks in order to safeguard development gains.

In line to the SPCF/CPD 2017-21, UNDP will strengthen delivery of and access to quality public services, with a focus on unemployed youth and poor populations in rural areas. Lessons learned indicate that lack of a comprehensive strategy to support public sector development has rendered interventions ad hoc and sector specific. To address this gap, UNDP will advocate for and support development of a strategy and institutional framework to facilitate policy coherence and information sharing, including from emerging partners like the International Fund for Agricultural Development, European Union, African Development Bank and other bilateral donors.

2. Approach

The cornerstone of Eritrea's National Development Strategy is human resources centered development. It is strongly believed this conscious intervention by the Government to develop its human capital is a sure strategy that could contribute to its overall socio-economic development. A key approach of UNDP's assistance will be to deploy Eritrean diaspora professionals to support relevant line ministries and institutions to develop human and institutional capacity to enhance the country's socio-economic development. The project would be targeting experienced and motivated professional Eritrean Diasporas who are willing to support capacity building needs for national capacity development, including the achievement of Sustainable Development Goals. The deployment of experts for capacity building support will be based on demand-driven approach, with strategic capacity building advisory support by the project.

The project would also build and strengthen partnership with other projects of UNDP, and projects of other United Nations in their support to line ministries and institutions. Other development areas considered by stakeholders as priority for capacity building support among the targeted beneficiaries, within the context of the SDGs, will be supported by the project.

III. RESULTS AND PARTNERSHIPS

Sustainable and broad-based development can be achieved if and only if the national capacity is developed by having knowledgeable, skilled and innovative women and men, as well as capable and effective institutions. Capacity building- technical, technological, managerial and administrative in forefront of the government of Eritrea agenda.

Therefore, the project aims to recruit and deploy 500 Eritrean Diaspora professionals over three-year period to help build national capacity. The professionals are expected to provide professional services for periods ranging from a few weeks to one year, depending on needs and their availability. The programme will open to all Diaspora Eritreans and efforts will be made to ensure gender balance. In the first phase priority will be given to the following professions and others will follow as required: -

- Engineering
- Information and Communications Technologies
- Energy-with particular focus on renewable energy
- Mining and Geology
- Agriculture
- Marine Resources
- Economics, Planning and Statistics
- Financial and Banking Services
- Archaeology, arts and sports
- Tourism
- Health and others

Expected Results

SPCF/CPD Outcome: By 2021, the population, including vulnerable groups, benefit from evidenced based planning and policy; accountable public institutions and systems that ensure human rights and equitable public service delivery

Indicative Output(s) with gender marker2:

SPCF/CPD Output: Selected government institutions have enhanced managerial and technical capacity for public administration and public financial management.

Indicative Activities: The indicative activities expected to achieve this output include among others the following.

- Conduct human and institutional capacity needs assessment of selected line ministries and institutions;
- Establish robust training at higher level (leadership and policy), middle level (technical and managerial) and grassroot or operational level to vigorously respond to the country's development needs;
- Establish twinning programmes to transfer knowledge and skills to local staff
- Enhance monitoring, review and evaluation of performance of government institutions and document lessons learned and best practices for future planning and decision making.
- Promote the creation of a conducive and supportive environment for international economic cooperation, investment and trade;
- Develop strategies for strong and sustainable development partnership among multilateral, bilateral and non-governmental organizations;
- Review and analyze the impact of external developments (e.g. external shocks) on Eritrea's development programs;
- Encourage continued and greater participation by Eritreans in the Diaspora in investment and trade.

Resources Required to Achieve the Expected Results

The total resources requirement for the implementation of national capacity building programme during the next three years amounts about 7.45 million USD and the Government/donors interested in the area expected to contribute in kind and/or in cash, as appropriate.

Partnerships and Resource Mobilization

The programme will be implemented with partnership and cooperation of the Government, the UN agencies and other potential donors. Moreover, line ministries, government institutions, departments will be close partners to implement the programme. The programme will also partner with UNDP regional office and potential donors to mobilize resources and successfully implement the programme. As mentioned above, to address lack of a comprehensive strategy to support public sector development, UNDP will advocate for and support development of a strategy and institutional framework to facilitate policy coherence and information sharing, including from emerging partners like the International Fund for Agricultural Development, European Union, African Development Bank and other bilateral donors.

Stakeholder Engagement

National capacity built by many actors in the national system. All line ministries, departments/agencies and UN agencies and other donors will be engaged throughout the programme development, implementation, monitoring, review/evaluation and reporting as necessary. The priority areas of thematic intervention will be reviewed each year through Consultative Forums involving stakeholders in the project to enhance ownership of the project among stakeholders.

South-South and Triangular Cooperation (SSC/TrC)

Innovations, experiences, expertise, success stories, lessons learned and thoughts of other developing countries shall be used, as necessary, to achieve and sustain the expected results of the programme.

Knowledge Sharing

Results from the program will be disseminated within and beyond the program intervention zone through existing information sharing networks and forums. The program will identify and participate, as relevant and appropriate, in policy-based and/or any other networks, which may be of benefit to program implementation though lessons learned. The program will identify, analyse, and share lessons learned that might be beneficial in the design and implementation of similar future programs. Finally, there will be a two-way flow of information between this program and other programs of a similar focus.

Sustainability and Scaling Up

Sustainability of any project or programme is a critical aspect of its design and implementation. In the context of this programme, its sustainability will be the ability to maintain or expand a flow of its products to its clients – present and potential. By the end of the project, the target beneficiaries are expected to independently perform their duties and responsibilities and sustainably contribute to the socio-economic growth and development of the country. Sustainability should include an incentive system attractive enough to persuade skilled and knowledgeable staff to remain in their office for a long time. Measures also need to be taken to scale up the project considering the lessons learned and best practices of the present programme.

Gender Equality and Women's Empowerment

The programme takes gender into consideration aiming to improve gender equality and women's empowerment. It will support both women and men are able to participate meaningfully and equitably, have equitable access to programme resources, and receive comparable social and economic benefits.

IV. Project Management

Cost Efficiency and Effectiveness

Some of the major strategies that will be used to contribute to cost efficiency and effectiveness of the programme are the following:

- The use of the government systems/structures and experts during planning, implementation and monitoring of the programme;
- Co-operation and co-ordination between programmes to avoid duplication of activities and costs;
- Using a portfolio management approach to improve cost effectiveness by leveraging activities and partnerships with other initiatives/projects;
- Through joint operations (e.g., joint monitoring between units, agencies with other units, agencies and partners).
- Resolve potential conflicts between the different programmes as well as within the programme itself that must be tackled at early stages of implementation.

Project Monitoring, Reporting and Evaluation

Implementation of the Project needs to be monitored and reviewed/evaluated annually for purposes of measuring the progress and for understanding its impact and status towards achievement of project objectives. Relevant stakeholders (including communities) shall also be engaged in the monitoring and evaluation of this project and its related interventions. The project will be monitored through the following M& E activities:

Annually (Annual Program Review/Program Implementation Reports (APR/PIR)): This key report is prepared to monitor progress made since program start and, in particular, for the previous reporting period. The APR/PIR combines both UNDP and other stake holders reporting requirements and includes, but is not limited to, reporting on the following: (a) Progress made toward program objective and program outcomes - each with indicators, baseline data and end-of-program targets (cumulative); (b) Program outputs delivered per program outcome (annual); (c) Lesson learned/good practice; (d) AWP and other expenditure reports; (e) Risk and adaptive management; (f) ATLAS QPR; (g) Portfolio level indicators are used by most focal areas on an annual basis as well.

Periodic Monitoring through site visits: UNDP, IP and other partners will conduct visits to program sites based on the agreed schedule in the program's Inception Report/Annual Work Plan to assess first hand program progress. A Field Visit Report/BTOR will be prepared by the Program Manager and will be circulated no more than one month after the visit to the program team and Program Board members.

End of Program: The program team will prepare the Program Terminal Report. This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability of the program's results.



UNITED NATIONS DEVELOPMENT PROGRAMME



Empowered lives.
Resilient nations.

PROJECT DOCUMENT
ERITREA CO

V. RESULTS FRAMEWORK²

By 2021, the population, including vulnerable groups, benefit from evidenced based planning and policy; accountable public institutions and systems that ensure human rights and equitable public service delivery:

Indicator 3.1: Level of public confidence in the delivery of basic services, disaggregated by sex, urban/rural and income groups (IRRF 3.1):

Applicable Output(s) from the UNDP Strategic Plan:

Project title and Atlas Project Number:

EXPECTED OUTPUTS	OUTPUT INDICATORS ³	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. Selected government institutions have enhanced managerial and technical capacity for public administration and public financial management	1.1. Number of Eritrean professionals recruited and deployed in government institutions 1.2. Number of capacity needs assessments developed in different government institutions	MND	0	2018	100	200	200	200			Quarterly and annual reports, assessment and risk update analysis
	• Eritrean Diaspora professionals recruited and deployed in government institutions		0	2018	TBD	TBD	TBD	TBD			
	1.3 Number of trainings/twinning programmes conducted		0	2018	TBD	TBD	TBD	TBD			
	1.4 Number of staff provided trainings/twinning programme		0	2018	TBD	TBD	TBD	TBD			
Baseline:0 Target: 500 professionals											

² 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.

³ 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.



PROJECT DOCUMENT
ERITREA CO

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.		1000
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.		0
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.		1000
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.		0
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.		500
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)			0
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-	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.		500

	project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.					
--	--	--	--	--	--	--

Evaluation Plan⁴

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	SPCF Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Terminal Review/Evaluation			By 2021, the population, including vulnerable groups, benefit from evidenced based planning and policy; accountable public institutions and systems that ensure human rights and equitable public service delivery:	November 2020	Sector ministries and institutions	

⁴ Optional, if needed



UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT ERITREA CO



Empowered lives.
Resilient nations.

VII. MULTI-YEAR WORK PLAN ⁵⁶

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.

⁵⁵ 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

⁵⁶ 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.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET			
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount	
Output 1 Selected government institutions have enhanced managerial and technical capacity for public administration and public financial management <i>Gender marker: 2</i>	1.1 Recruit and deploy experts based on requests from Government (Cost of air ticket and stipend)	1,150,000	2,825,000	2,825,000		MND	UNDP core	Cost of air ticket for 100 experts @1500 per person for 2018	150,000	
							Underfunded	Stipend for 10 experts @10,000 per person for 2018 @10,000 per person for 2018	100,000	
							UNDP core	Stipend for 90 experts @ 10,000 for 2018	900,000	
							UNDP core	Cost of air ticket for 100 experts @1500 per person for 2019	150,000	
							UNDP core	Stipend for 10 experts @10,000 per person for 2019	100,000	
							Underfunded	Stipend for 90 experts @ 10,000 for 2019	900,000	
				1,150,000	2,825,000		2,825,000	UNDP core	Cost of air ticket for 100 experts @1500 per person for 2020	150,000
								UNDP core	Stipend for 10 experts @10,000 per person for 2020	100,000
								Underfunded	Stipend for 90 experts @ 10,000 for 2020	900,000
								Underfunded	Cost of air ticket for 200 experts @2000 and stipend of experts for 200 @10250 for 2019/20	2,650,000
					Under funded	Purchase of equipment & accessories	1,100,000			
					Under funded	Operational costs/overhead cost	250,000			
Review/Evaluation (as relevant)	EVALUATION									
General Management Support										
TOTAL		1,500,000	2,975,000	2,975,000				7,450,000		

PROJECT DOCUMENT
ERITREA CO



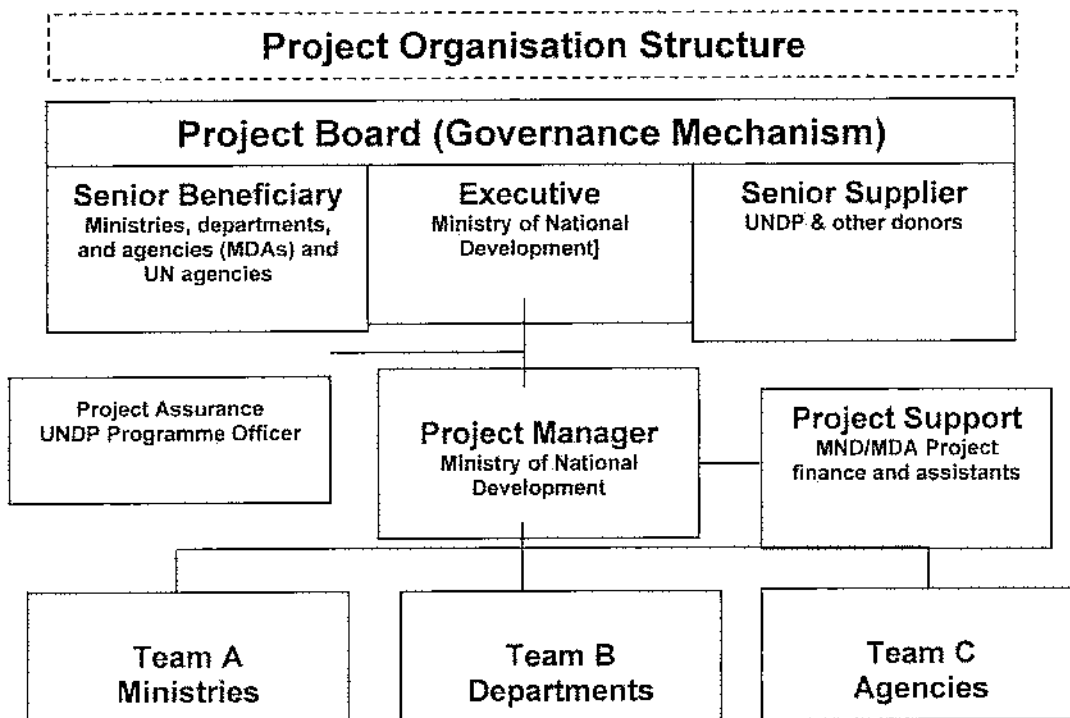
Empowered by
Participations

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The UNDP rules and procedures for National Implementation Modality (NIM) will apply to the execution and implementation of this project. The Ministry of National Development is the coordinating partner and the Implementing Partner. Selected line ministries and institutions shall be the Responsible Parties as necessary. The Ministry of National Development will have the primary responsibility for the follow-up of the strategic goals and priorities for action. The Ministry of National Development and UNDP will sign the programme document and be accountable for an efficient and effective use of programme resources and the achievement of the programme objectives and deliverables according to the approved work plan (s).

A Project Board comprising of agreed members will be established and shall be responsible for providing oversight and guidance on all aspects of programme coordination, planning and implementation. It will review progress reports, Annual Work Plans and budgets, and resolve any major implementation issues and other technicalities and ensure smooth implementation of the programme. A Technical Committee (TC) of stakeholders will be set up to provide technical support to the programme team and monitor that the programme is implemented in the right course of direction.

A UNDP Programme Officer will be appointed to hold the project assurance role. The project assurance role supports the Board by carrying out objective and independent programme oversight, monitoring and facilitation functions. The Implementing Partner will assign a Programme Manager responsible for running the programme on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Manager is responsible for day-to-day management and decision-making for the programme. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document to the required standard of quality and within the specified constraints of time and cost.





IX. LEGAL CONTEXT**Legal Context**

This Programme Document shall be the instrument referred to as such in the Agreement between the United Nations and the Government of Eritrea signed on 11 June 1994. The Project shall be implemented in accordance with the provisions of this Agreement and in conformity with the general terms and conditions applicable to UNDP assistance Programme, signed by the parties on 11 June 1994.

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. The Implementing Partner 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 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. 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. **Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions
3. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)