UNITED NATIONS DEVELOPMENT PROGRAMME

Portfolio Title: Recovery and Resilience Programme, Number: 00115988

Implementing Partner: UNDP

Start Date: December 2020 **End Date:** December 2024

Brief Description

The Revitalised Agreement on the Resolution of Conflict in the Republic of South Sudan (R-ARCSS) of September 2018 and the formation of the Revitalized Transitional Government of National Unity (R-TGoNU) in February 2020[1] brought hope and renewed impetus towards stabilizing the fragile situation in the country. Even so, South Sudan continues to face immense political, institutional, social, and economic challenges which, if left unattended, have the potential to reverse development gains, increase fragility; increase the vulnerability of women and youth, and undermine the implementation of key R-ARCSS milestones.

The Resilience and Recovery portfolio contributes to strengthening community and nation-building-enhancing alternative livelihoods and skills as well as adopting coping and transformative mechanisms to shocks and stresses. The program seeks to enhance and empower communities (youth and young women) by creating alternative opportunities for youth employment and empowerment including through Trade, private sector, and value chain development, re-establishing higher education learning opportunities, productive social safety nets as well as agricultural markets and trade improvement which are essential toward ensuring the progressive transformation of South Sudan to durable peace and sustainable development. This is done through supporting sustainable and vocational and entrepreneurial skills training, private sector development, market access; market infrastructure, and the re-establishment and improvement of higher learning institutions that can effectively serve the youth of South Sudan. The programme is currently operational in seven states, namely, Central Equatoria, Western Equatoria, Eastern Equatoria, Lakes, Jonglei, Upper Nile, and Northern Bahr-El-Ghazal but will be expanding in the remaining 3 states of Western Bahr El Ghazal, Warrap, and Unity.

Contributing **CPD Outcome**: Local economies are recovered, and conditions and coping strategies are improved to end severe food insecurity **Indicative Output(s):** **Output 2.1.** Increased access to emergency assistance, alternative livelihood, and employment opportunities for families in conflict and disaster-prone communities (GEN 2)	**Total resources required:**		US$ 48,692,316
	Total resources allocated:	**Netherlands:**	US$ 9,425,295
		Japan:	US$ 3,101,498
		AfDB:	US$ 6,372,900
		Global Program:	
		UNDP TRAC:	US$ 2,000,00
	Unfunded:		US$ 27,792,623

Agreed by: UNDP

for B.T. CHIRIMUTA

Print Name: Kamil Kamaluddeen

Date 1/12/2020

[1]The R-TGoNU was formed on 22 February 2020 after missing two deadlines, June and November 2019

I. CONTEXT AND DEVELOPMENT CHALLENGE

Context

South Sudan is endowed with vast natural resources and economic potential that has not translated into improved standards of living for the citizens. It gained its independence in 2011 following a long and protracted civil war becoming the world's youngest country. Despite gaining its independence, two significant conflicts broke out in December 2013 and July 2016 respectively. The conflicts have roots in political contestation for power and are fueled by poverty, high unemployment, and the absence of economic opportunities for the predominantly youthful population. These conflicts resulted in the deterioration of an already critical economic situation and plunged the country into a deep economic, social, and political crisis which have undermined the development gains achieved since independence and exacerbated the humanitarian crisis situation in the country. The two conflicts also caused widespread and remarkable infrastructural damage (including public structures like universities and schools), disruption of community social structures (as a result of displacement of families) and centres, displacement of skilled human resources, and stymied human capital building which has made it difficult for the country to rebuild.

The situation has no homogenous impact on men, women, girls, and boys. According to a policy brief by the humanitarian policy group (HPG)[i], Men, both young and old, are vulnerable to being drawn into violence and frustrated at not being able to find employment, engage in livelihood, and income-generating activities, and fulfil their role as the main breadwinner. At the household level, the consequences of poverty and daily struggles for survival are manifested through a breakdown in family structures, widespread drinking, and domestic violence. At the community level, an emerging gang culture is testament to the social, political and economic marginalisation of young people, and young men in particular. Women's resilience to economic shocks whether rooted in violent conflict, natural disasters or the pandemic, is affected by several factors not least of which is ownership of productive capital. Lack of access to assets for production keeps women at the margins of the economy and lowers their ability to effectively adapt in times of crises.

The Revitalised Agreement on the Resolution of Conflict in the Republic of South Sudan (R-ARCSS) of September 2018 and the formation of the Revitalized Transitional Government of National Unity (R-TGoNU) in February 2020 brought hope and renewed impetus towards stabilizing the fragile situation in the country. Even so, South Sudan continues to face immense political, institutional, social and economic challenges which include the exclusion of women, youth, minorities and other special interest groups in peacebuilding initiatives and nation-building. R-ARCSS provides the Revitalized Transitional Government of National Unity (R-TGONU) with a robust mandate to implement the agreement with the promise of no return to war; to reintegrate refugees and IDPs into their homes; to undertake legal and institutional reforms; and to develop national security architecture. It also offers special consideration to conflict-affected persons (children, orphans, women, people with special needs, etc.), in the public services delivery, including access to education services.

The COVID-19 pandemic[2] represents "a crisis on top of crises" for South Sudan. COVID-19 will negatively impact the multiple transitions that are ongoing in South Sudan; from war to peace to stability, humanitarian to development, and from pre-transition to transition phase in the implementation of the peace agreement. The socio-economic impact of the pandemic is already evident. A palpable concern is shared by citizens with regard to COVID-19, cognizant of the limits of the health system that can be exacerbated by cultural practices on the sick and the deceased. Social distancing measures are not strictly observed despite the effort being made to raise awareness on preventive and mitigation measures. Food prices have escalated as movement restrictions make it more difficult for logistics in this landlocked country to flow and businesses have closed and many people who are daily wage earners have lost jobs and income. Moreover, basic protective materials

[2] COVID-19 was declared a pandemic by WHO on 11 March 2020

like face masks which is a major factor in deterring the spread of the virus are in extremely short supply and with prices inflated by several folds.

DEVELOPMENT CHALLENGES

a. Youth Bulge and Unemployment

Like many other African countries, South Sudan is seriously challenged by the youth bulge.[3] South Sudan has a youthful population (73.7 percent of population is below 30)[4] whose potential has not been harnessed to contribute towards its development. Coupled with the high youth unemployment rate (estimated at 90%), destitution, and lack of empowerment (the widespread absence of productive capacities and income generation opportunities), the conflict in South Sudan continue to be sustained as youth are pushed back to arms (more than 70 percent of the rebel force is made of people between the ages of 16-32[5]).

Young women in South Sudan remain severely marginalized with lower education levels and fewer opportunities for work as compared to their male peers. Rural women and girls of reproductive age (13-49 years) have few or no assets and who survive on less than $1.25 per day[6].

The 2018 UNESCO's Labour Market Assessment and Review Study notes the main causes of youth unemployment as high reserve wage, skills mismatch, and lack of employment opportunities. The skills mismatch not only includes vocational and entrepreneurial skills, but also soft skills, such as communication, ethical, life and social skills. Youth often not only lack the skills necessary to obtain a job, but their access to jobs is also limited due to limited or lack of access to financial services, land, markets and market information, and lack of social networks through which to acquire jobs or business opportunities. The predominantly youthful population also lack the entrepreneurial culture, the technical and artisanal skills and capacity to form and develop their own small businesses. Outside of the UN and non-governmental organisations (NGO) community, few public or private sector organisations offer vocational and entrepreneurial skills training, and inclusive micro and small enterprises (MSEs) support programmes across the states. This exclusionist environment leaves the youth at the mercy of being recruited for war.

Of the employed youth, 85 percent of the workforce are involved in low paying labour, mainly agriculture (up to 78 percent)[7]. This is because about 95 percent of the country's population depend on farming, fishing or herding to meet their food and income needs. A thriving agriculture sector, therefore, plays an essential role in addressing both youth unemployment and food insecurity in South Sudan. The potential for agriculture production in South Sudan is considerable. About 75 percent of the land area is suitable for agriculture while approximately 50 percent of the total 64.7 million hectares of land is suitable for cultivation. However, only four percent of this area is cultivated mostly by smallholder subsistence farmers (FAO 2015[8]). One in three people[9] in South Sudan have been forced from their homes by the civil war, resulting in the worst production of the country's staple grains since the conflict began in late 2013. South Sudan faces one of the world's worst food security situations and endemic poverty with at least 80 percent of the population defined as income-poor and living on equivalent of less than US$1 per day (FAO 2018[10]).

[3] Quick fact sheet on the situation of youth in South Sudan

[4] 73,7 % of the total population is below 30 years old. 2008 census.

[5] International Alert 2012, Peace and Conflict Assessment of South Sudan.

[6] South Sudan Gender analysis.

FAO Country Programming Framework for South Sudan (2016-2017).

[9] 2.2 million refugees outside South Sudan (UNHCR https://data2.unhcr.org/en/situations/southsudan#_ga=2.192915754.1488224522.1551767138-525940898.1544515892) and 1.9 million IDPs in the country (Internal Displacement Monitoring Centre (IDMC) http://www.internal-displacement.org/countries/south-sudan).

[10] Early Warning Early Action Report, October – December 2018.

b. Private sector, Trade, and agricultural value chain development in South Sudan

South Sudan's vast natural resources including oil, forestry, minerals, and huge agriculture potential in the hubs of stabilities have comparative economic advantages for rapid and sustained value chain development. With the vast resources, there are no notable improvements in the well-being of the citizens due to continued insecurity around the hubs, inhibiting optimal exploitation, absence of functional market structures, limited capital, and absence of a substantive business and entrepreneurial culture among the youthful population.[11]

There has been minimal private sector development due to several factors, mainly attributed to recurring conflict. The conflicts, mainly taking ethnic dimensions gave rise to the exclusion of certain groups including youth and women from the few available economic opportunities within private sector development. As a result, there are estimated to be about 17,300[12] private sector companies, mainly micro and small enterprises (MSEs) registered in South Sudan. The MSMEs are unable to employ a critical mass of labor due to operational constraints including limited access to finance and credit. On the other hand, private sector employers cite skill shortage in the economy due to the flight of skilled labour and limited access to education (adult literacy is only 32.2 % and youth literacy is 44.4%[13]).

The South Sudan Transitional Constitution prioritizes private sector development as a pathway to recovery, resilience, and peace. It also stresses that equitable economic development should be based on the agricultural and agro-industrial sectors, and the promotion of the private sector within a framework of transparent and accountable governance[14]. The target hubs of stability (Bor, Jubek, Torit, Rumbek, and Yambio) boast of a high number of youth ex-combatants in need of formal and vocational training as well as psychosocial support to facilitate community reintegration.

South Sudan imports about 50% of its food needs, including 40% of its cereals from neighbouring countries, particularly Uganda and Kenya[15]. Poor road infrastructure and insecurity along major highways create logistical challenges for the transportation of food and other commodities leading to soaring prices beyond the reach of the predominantly unemployed youthful population. It is imperative to boost local production, and foster producer-market linkages, primarily to augment current supplies and in the long term substitute the usually highly-priced imports. Options for boosting local production include stimulating existing and creating new natural resource and agriculture-linked value chains and local enterprises including seed system and production initiatives, creating livelihood and income-generating opportunities for the predominantly youthful local population, and building their vocational skills.

Against this backdrop and inspired and guided by the framework of the global UN policy on Post Conflict Employment Creation, Income Generation and Reintegration and the Opportunities for Youth Employment (OYE) approach, this programme seeks to positively contribute towards restoring livelihoods and reinvigorating local economies, create jobs whilst empowering youth for their productive engagement in local economic activities.

C. Return and Reintegration

South Sudan's refugee population stands at 2.3 million whereas internally displaced people stand at 1,67 million[16], the highest on the continent despite the signing of the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS) in September 2018. While the formation R-TGoNU of South Sudan was established, the event marked an important development to improve prospects for viable

[11] At the inception of the programme, a needs assessment will be conducted to identify skills demanded by the employers in a range of sectors. The idea is to provide some market-driven skills (not just technical or professional) that would enable youth to secure either wage or self-employment within six months after the completion of the program.
[12] South Sudan Business Registry, 2012
[13] https://knoema.com/atlas/South-Sudan/topics/Education/Literacy/Youth-literacy-rate
[14] Transitional Constitution of South Sudan
[15] South Sudan: An Infrastructure Action Plan, Africa Development Bank, 2013
[16] SOUTH SUDAN 2020 | April External Update IOM

comprehensive solutions for the millions of South Sudan's forcibly displaced, several critical issues are still to be resolved during the pre-and transitional phases prescribed by the R-ARCSS. From November 2017 to December 2019, UNHCR in partnership with South Sudan's Relief and Rehabilitation Commission (RRC) estimates some 235,802 South Sudanese refugees have returned to South Sudan spontaneously or in a self-organized manner. The increased returns are a result of the perceived improvement of the security situation in South Sudan, to reunite with family members as well as the perceived improvement availability of services in South Sudan. The increased rates of returns pose a challenge to the weak economic infrastructure and service delivery, as well as, the sustainable reintegration into society of returning population which may cause increased competition for resources and opportunities. The lack of employment and livelihood opportunities in the areas of return will make it difficult for the returning population to settle down permanently and potentially create conflict with the host communities.

2. STRATEGY

The proposed Recovery and Resilience programme implementation will be guided by the following strategies:

- **Focusing on the basics**: the programme will focus on two aspects; a) supporting the youth to earn a living by providing vocational, technical and soft skills, nurturing an entrepreneurship culture to enhance their chances of getting employment and involved in economic activities, and b) creating business and job opportunities for the youth by boosting the productivity and labour absorptive capacity on local institutions.
- **Establishing priorities**: the programme will work with relevant actors and initiatives in the targeted states to set immediate priorities for private sector development and income generating activities for youth, based on what will generate immediate employment and stimulate the local economy. The programme will collaborate with private sector stakeholders on selected fast-growth potential value chains and enterprises where young men and women are involved and could benefit most.
- The programme will contribute to private sector and trade development, agricultural value chain, and employment generation which are crucial in strengthening the humanitarian-development nexus. This will include infusing cash to the local economy to spur demand for services and products and increase the number of SMEs to respond to the said demand; and enhance Peace and Stability by offering alternative livelihoods youth, women and ex-combatants so that they are able to provide for themselves and their families and veer away from taking up arms. This will focus on strengthening existing private sector companies already on the ground and create new ones only when needed. By employing a value-chain approach, more jobs can be created through private sector companies thereby creating a robust economy and ensuring the engagement of youth beginning in a humanitarian setting then transitioning toward sustained development
- **Support voluntary and dignified repatriation**, rehabilitation, resettlement and reintegration of IDPs and returnees, rebuilding and recovering destroyed physical community infrastructures and give special attention to prioritizing the rebuilding of livelihoods of those affected by the conflicts, create a safe and secure environment by creating conditions suitable to durable solutions including return, reintegration and relocation. The strategy will include early recovery and stabilization interventions especially in communities where individuals are returning or being relocated, including by restoring the capacity of local governments, the rule of law institutions, markets and creating value chains for sustainable livelihoods. The programme will support returnees by enhancing protection and solutions seeking transitional and/or durable measures while prioritizing self-reliance and local integration through improved access to social services; including through cash transfer/conditional cash transfer to facilitate their transition back in their areas of origin and rebuild their homes and livelihoods;
- **Promoting agricultural development** including seed production inputs, climate change and environmental management through the creation and establishment of agricultural infrastructure and community programmes on natural resource management and climate mitigation and adaptation; reduce humanitarian aid dependency (through small holder agriculture and micro-small businesses

among women and youth) and provide a bridge between short-term humanitarian interventions and more sustainable, longer-term development interventions by complementing the existing emergency food distribution; protect vulnerable households and improve their resilience by targeting vulnerable households in IPC Phase 2 and 3 and prevent them from sliding into further vulnerability IPC Phase 4 and 5.

- Understanding recurring trade-offs: the programme acknowledges the ever-present risk of a return to conflict, and the need for decisions to be made quickly before the targeted groups resort to conflict. Consequently, it will take preventive and proactive measures to ensure programme adaptability and continuity based on the field context.
- Reestablishment and improvement of higher education institutions (Renovation of Upper Nile University and establishment of Juba University Cultural Center) and cultivating innovative thinking and initiatives.
- Promote stability, economic recovery, and resilience building while initiating the adoption of transformative technologies and innovation to enhance trade promotion and regional integration through private sector development, financial inclusion, and youth and women employment and empowerment.

2.1 Principles

The programme will be guided by the following key principles:

- **Conflict sensitivity:** Ensure that the programme is not undermined by the ongoing conflicts by seeking to address key drivers of conflict like food insecurity, unemployment and does not fuel the same by undertaking and continuously updating conflict sensitivity analyses.
- **Social and environment safeguards**: Cognizant of human rights, gender equality and environmental considerations for sustainable development, the programme will undertake social and environmental screening procedures to minimize costs to the environment.
- **Gender equality and women's empowerment:** Working towards gender equality, the programme will be guided by the Sustainable Development Goal No 5.
- **Sustainability:** The programme will always build on existing, organic structures and capacities and maintain a phased exit strategy for the sustainability of initiatives.

2.2 Alignment

The proposed programme is aligned with:

- Revitalized – Agreement of the Resolution of Conflict in South Sudan (R-ARCSS) (peace agreement)
- Sustainable Development Goals; 1: No poverty, 2: Zero hunger, 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all, 5: Advancing Gender Equality and Women's empowerment, 8: Decent work and economic growth; 9: Industry, innovation and infrastructure, and 16: Peace, justice and strong institutions.
- UNDP Strategic Plan Outcome 1: Advance poverty eradication in all its forms and dimensions
- South Sudan National Development Strategy (2018-2021): Consolidate peace and stabilize the economy.
- United Nations Cooperation Framework (2019-2021) outcome areas; 1) strengthened peace infrastructures and accountable governance at the national, state and local levels 2) improving food security and recovering local economies; 3) Strengthening social services and 4) empowering women and youth.
- South Sudan Partnership for Recovery and Resilience Pillar 3: Restore productive capacities, agenda 7: Increase production and value of key agricultural commodities and 8: Close skills and capacity gaps of vulnerable women and youth

- UNDP Country Programme Document (2019-2021) Pillar 2: Strengthened institutional and community resilience, CPD Outcome 1: Strengthened peace infrastructures and accountable governance and CPD Outcome 2: Strengthened institutional and community resilience

UNDP Gender strategy (2018-2021), Signature solution 6: Strengthen gender equality and the empowerment of women and girls.

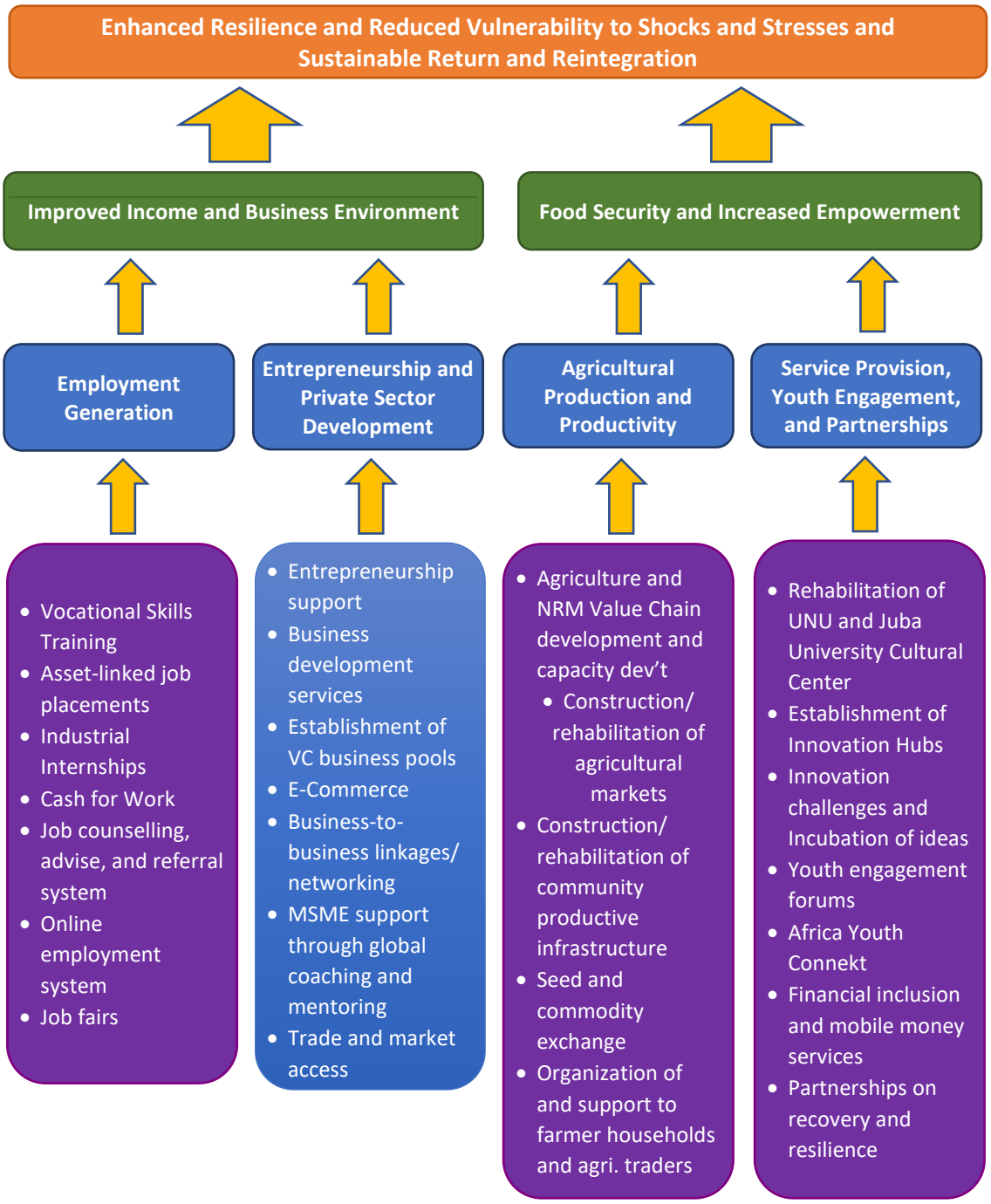
2. 3 Theory of Change

The theory underpinning the Recovery and Resilience Programme is;

IF local private sector enterprises, agriculture, natural resource-linked value chains, market access opportunities both domestic and regional and services for young men and women are enhanced, and IF youth (young men and women, including returnees and ex-combatants) are provided with vocational, technical and entrepreneurial skills, psychosocial and business management advisory support and higher education services; THEN new businesses and income generating opportunities will be created whilst productivity and labour absorptive capacities of new and existing local private sector enterprises and value chains will be boosted; and THEN agricultural production will increase, leading to enhanced household food security; and farmers, private sector companies will be able to employ more people (youth, returnees and ex-combatants) and employability and engagement in economic and livelihood initiatives and opportunities AND productivity and incomes for young men and women in targeted areas will be increased resulting in improved well-being, resilience and peaceful co-existence including reintegration among youth in and around targeted areas in South Sudan.
Because youth and women will possess the appropriate and necessary skills for innovation, job creation, food production, employment and management required to enhance individual and household incomes and create conducive social, economic and political environment to steer South Sudan to a pathway of recovery and stability for sustainable development.

Key assumptions:

- The political and security situation in targeted hubs of stability will remain stable with no foreseeable shocks that may lead to population displacement from the targeted areas and or undermine access to the targeted hubs.
- State governments will cooperate with project actors for promoting enabling business and investment conditions, and coordinating the efforts of various actors, and have the political for relevant pro-business legislative reviews and policy implementation.
- Availability and access to materials for value chain development, and growing interest and acceptance of locally produced products within and outside the targeted hubs of stability.
- Local private sector enterprises will use local employment platforms and job fairs to promote higher supply and demand of labour and related matchmakings.


Enhanced Resilience and Reduced Vulnerability to Shocks and Stresses and Sustainable Return and Reintegration
Improved Income and Business Environment
Food Security and Increased Empowerment
Employment Generation
Entrepreneurship and Private Sector Development
Agricultural Production and Productivity
Service Provision, Youth Engagement, and Partnerships
Vocational Skills Training
Asset-linked job placements
Industrial Internships
Cash for Work
Job counselling, advise, and referral system
Online employment system
Job fairs
Entrepreneurship support
Business development services
Establishment of VC business pools
E-Commerce
Business-to-business linkages/ networking
MSME support through global coaching and mentoring
Trade and market access
Agriculture and NRM Value Chain development and capacity dev't
Construction/ rehabilitation of agricultural markets
Construction/ rehabilitation of community productive infrastructure
Seed and commodity exchange
Organization of and support to farmer households and agri. traders
Rehabilitation of UNU and Juba University Cultural Center
Establishment of Innovation Hubs
Innovation challenges and Incubation of ideas
Youth engagement forums
Africa Youth Connekt
Financial inclusion and mobile money services
Partnerships on recovery and resilience

3. RESULTS AND PARTNERSHIPS

3.1 Expected Results

This program is anchored in the National Development Strategy and the UN Cooperation Framework (**UNCF**) for **South Sudan** UNSDCF(2023-2025)) outcome and the Interim Cooperation Framework Outcome 2:"
". It contributes to the achievement of the UNDP Strategic Plan Outcome two: Advance poverty eradication in all its forms and dimensions as well as UNDP South Sudan Country Programme Document (CPD) 2019-2021 Outcome 2: No one left behind centering on equitable access to opportunities and a rights-based approach to human agency and human development.

The proposed " Recovery and Resilience" Programme aims to contribute towards setting South Sudan on a pathway to sustainable peace and development through a) empowering youth and young women with vocational, market-linked skills and engagement platforms that enable improved socio-economic outcomes and participation in nation-building; b) reestablishment and improvement of institutions of higher learning and innovation; c) enhancing protection and solutions seeking transitional and/or durable measures while prioritizing self-reliance, local integration through improved access to social services and markets; d) youth employment promotion and private sector development in climate-smart agriculture (CSA) and natural resource management (NRM) value chain; and e) provision of livelihoods, skills development and rehabilitation of basic community infrastructure.

Programme Output 1: Youth Employment and Empowerment through Private Sector, trade, and Value Chain Development

This output aims to empower youth in five targeted locations of Bor, Jubek, Rumbek, Torit and Yambio through the nurturing of entrepreneurial culture and market-linked skills and enhance their employability and productive engagement in economic activities. The output seeks to increase the productivity, market access and labour-absorptive capacities of agriculture and natural resource-linked value chains and private sector enterprises with a focus on young men and women. Six thousand young people will benefit from vocational, entrepreneurship, market-linked and soft skills training, provision of small and micro-enterprise start-up kits, job and employment creation through the development of inclusive value chains trade and private sector enterprises. It is also expected that an additional 100,000 youth, in targeted locations, will benefit indirectly from some of the activities such as, trade fairs and exhibitions; market access linkages including through E-commerce, digital platforms, regional trade initiatives; job fairs and public programmes on entrepreneurial skills (social media hangouts, TV shows, innovation boot camps, and conventions).

Key activities

1.1 Vocational and entrepreneurial skills development for youth
1.2 Development of community-based agriculture and natural resource value chain pools
1.3 Asset-linked job placements and industrial internships
1.4 Job counselling, advise and referral and digitzation of employment opportunities
1.5 Private sector development support and linkaging
1.6 Innovation challenges and incubation and financial inclusion
1.7 Youth engagement forum and empowerment platforms

1.8 Producer and Market access linkages including through, E-commerce, digital platforms, regional trade initiatives.

Programme Output 2: Recovery and Stabilization

Recovery and stabilization interventions will especially focus on the provision of livelihoods, skills development, basic community as well as other social development infrastructure, restoring the rule of law, community cohesion and the local government capacity are key to ensuring participatory local development, to demonstrate peace dividends and to build community resilience and sustainable peace across the country. This project will be a concrete contribution to mitigating the risks of relatively peaceful states slipping into conflict and ensure a pathway to recovery and stabilization.

The proposed project is designed to build on ongoing efforts by UNDP and complement inter-agency initiatives, to create tangible economic gains, including employment opportunities, and bring about a catalytic change. The project will be implemented in Northern Bahr el Ghazal, Unity, Warrap, and Western Bahr el Ghazal. On recovery and resilience, the project will cover the Partnership Areas (current and expansion areas) identified by the Partnership for Recovery and Resilience (PfRR).

Key Activities

2.1 Increasing adoption of the Partnership for Recovery and Resilience
2.2 Sustainable return and reintegration
2.3 Local Economic Revitalization
2.4 Locally tailored entrepreneurship
2.5 Women Empowerment: Sustainable livelihoods training

Programme Output 3: Renovation of Upper Nile University and Japan Cultural Centre

The proposed output is designed to build on ongoing efforts by UNDP and complement inter-agency initiatives, to create a roadmap for sustainable development and bring about a catalytic change in future opportunities for the youth of South Sudan. The overall objective of the output is to contribute to the progressive transformation of South Sudan towards durable peace and sustainable development by supporting the re-establishing and improvement of higher education institutions that can effectively serve the youth of South Sudan. The output will be implemented in Malakal (Upper Nile), where the main campus of Upper Nile University (UNU) is located, to support the renovation of the university teaching and accommodation facilities in order to facilitate the effective return of an estimated 2,000 UNU students currently based in Juba. The project will also work to renovate a Cultural Centre in University of Juba.

Key Activities

3.1 Renovation and equipping of UNU Malakal Campus
3.2 Construction and equipping of Juba university cultural centre

Programme Output 4: Productive Social Safety Net

The output aims at improving resilience, livelihoods and food security of target households in Central, Western and Eastern Equatoria, where IPC Phases are either 2 Stressed or 3 Crisis thereby avoiding and preventing sliding into further vulnerability. The project will invest in productive social safety nets (SSNs) covering 35,000 households headed by youths of host communities, returnees and ex-combatants (age between 15 – 30, male/female, 50%/50%) so as to reduce humanitarian aid dependency and provide a bridge between short-term humanitarian interventions and more sustainable, longer-term development interventions by complementing the existing emergency food distribution.

This output will achieve its goal by creating short and permanent employment opportunities for unemployed youth utilizing skills acquired from vocational training centers and investing in the construction and rehabilitation of community productive infrastructure to boost agricultural production and productivity in target food insecure communities.

Key Activities

4.1 Short- term employment opportunities creation through Cash-For-Work
4.2 Construction and rehabilitation of community productive infrastructure

Programme Output 5: Agricultural Markets and Trade Improvement

This output aims at contributing to poverty reduction, economic growth, and the building of community and household resilience through the enhancement in the production, processing, marketing, and trade of agricultural products and merchandise. The project is focuses on the rehabilitation of agricultural markets and the establishment of market information and management systems in order to raise the standards and services of the said facilities and ensure consumer protection and satisfaction, enhance market functionality and effectiveness, and increase the marketing and trade of high-value agricultural products both nationally and regionally (EAC,AfCFTA). The project also will work at establishing a seed and commodity exchange to establish a sustainable supply and demand chain of seeds and high value crops for humanitarian distribution and sale and resulting to increased agricultural production, food security, and household resilience.

Key Activities

5.1 Market infrastructure development
5.2 Market management and trade enhancement
5.3 Establishment of seed and commodity exchange

3.2 Resources Required to Achieve the Expected Results

The programme will be implemented at the national and the local level in close collaboration with the Government counterparts, other UN agencies, CSOs, private sector and research institution. The following resources will be required for successful implementation:

Personnel: The following are the staffing requirements:

- One Recovery and Resilience Advisor (P5) located in Country Office providing strategic guidance and technical leadership to on matters of recovery and resilience;
- One Team Leader (NOC/D) located in the Country Office providing leadership on compliance matters and the management of programmatic engagements and operations;
- Three Project Coordinators (P3) responsible for managing the for achievement of results under the YEEP, PSSN, and Climate Change and Environment;
- Nine State coordinators (IUNV), responsible for delivery of the programme interventions and coordinate with stakeholders
- Nine Programme Assistant (SB3) responsible for providing administrative and financial support to programme engagements at state level
- One Monitoring and Evaluation (IUNV) responsible for reporting and tracking programme results.
- Programme analyst (NOB) responsible for the quality assurance and compliance of the programme, and support the programme manager on the day-to-day management of the programme (cost-shared)
- Programme Engineer (SB4) responsible for the programme civil work-related intervention
- Programme finance Associate (G7 cost shared) responsible for financial management;
- Programme Associate (G7) responsible for the administration and logistics
- Logistics Assistant (SB3) responsible logistics and procurement.
- 9 programme drivers (SB2) eight for the field offices and one for the Juba office.

The programme will be supported by all relevant units within the Country Office. These include Human Resources, Finance, Procurement, Common Services, Communications, Gender, Programme Oversight and Partnerships Support, Information and Communication Technology (ICT) units. In addition, programme implementation will be supported by UNDP Public Administration Advisors and Specialists located in the Regional Service Centre and Headquarters.

3.3 Partnership for programme delivery

To ensure coordinated approach, comparative advantage of partners, synergy to avoid duplication and generation of sustainable results in an efficient manner, the recovery and resilience programme will work with relevant partners, government counterparts (ministries), as well as the Partnership for Recovery and Resilience PfRR, the programme will collaborate with UN agencies like UNICEF for soft skills training to youth and youth ex-combatants, and innovation, FAO for agriculture and natural resource value chains. The programme will also partner with relevant specialized UN agencies such as UNIDO, ILO, UNWomen etc.., national and international NGOs and foundations working in on skills and value chains and private sector development initiatives such as USAID, MSI, IFC, SNV, CORDAID and SPARKS and private sector like Agro-Premium.

The programme will seek to establish relevant partnerships with relevant development partners for financing of the various project components. Such partners include the governments of Japan, Netherlands, Sweden, Norway, America, Korea, AfDB among other partners. This will be instrumental in improving and enhancing the financial base to allow for successful implementation of the program.

The programme will establish a partnership with the community, including stakeholders such as women groups, youth, traditional leaders, religious groups, and the local government representatives. This is both to strengthen inclusivity and interdependency, and to ensure broad-based ownership and sustainability.

Universities and research institutions, businesses associations and VTCs at the national and state levels, support skills development initiatives and establishment of CAPS whilst Chambers of Commerce will be instrumental in linking skills to existing companies through job fairs, business to business linkages.

While UNDP will implement some activities directly, Micro Capital Grants will be provided to qualified CSOs to implement some the programme activities where they have comparative advantages. In addition, UNDP will also provide innovations challenge awards to private sector innovators and related companies under open competitive process.

Within UNDP the programme will collaborate with Peace and Community Cohesion, Access to Justice and Rule of Law, Trade Capacity Building Programme, for example the marketing of seeds will benefit from the trade policy and systems that have been put in place. Through efforts on the integration of the trade regiment with the East African Community, the resulting enabling business environment will ease the eventual flow of seeds produced in the country for regional markets build up on existing economic interdependencies to provide quick economic benefits to youth. For instance, the programme could build on existing infrastructure like the Cold Fish Storage in Bor which was constructed to enhance fish value chain for youth in the state through the PACC programme.

The programme will establish strong collaboration with the Federation of South Sudan Farmers Associations in the establishment of the South Sudan Commodities Exchange, and together with Agriterra and other NGOs, in the organization of farmer cooperatives. Close partnership will be established with FAO for the provision of agricultural extension services through the Farmer Field Schools and, in the marketing, and distribution of seeds. The delivery of agronomic trainings and basic business skills will be implemented through the Vocational Training Centers in each state.

Crucial to the success and operation of the programme is the partnership with private sector companies. These companies, specifically agro-dealers, will not only be in the forefront serving as buying agents but will also be the primary agent in the aggregation, sorting, warehousing, and packaging of seeds. Seeds marketing and distribution will also be contingent on the partnership with the private sector companies.

3.4 Risks and Assumptions

Risk description	Type of risk	Impact	Mitigation Measures
Escalation of armed violence and conflict (national or in programme areas)	Political	Impede programme implementation which may further marginalize key constituencies.	Establish relations with local actors, Regular contextual analysis of programme areas.
Sudden upsurge in community violence	Security	Impede programme implementation which may further marginalize key constituencies.	Targeting communities that have indicated a serious commitment to the development of inter and intra community peace interventions
Capacity of national and local stakeholders and implementing partners	Operational	Slow implementation and/or ownership of planned activities due to limited capacities of national and local counterparts	Provision of technical advisory support, peer-to-peer mentoring. Develop Standard Operation Procedures (SOPs) that incentivize collaborative working relationships and skills exchange.
Availability of funding to see activities to completion.	Financial	block/delay the delivery. Decreases the credibility of UNDP among Donors and Government counter-parts.	Regular communication with Donors avoids duplication and strengthen partnership.

3.5 South-South and Triangular Cooperation (SSC/TrC)

In line with the United Nations guidelines on South to South and Triangular Cooperation (SSC/TrC), the programme will establish links and exchanges with country offices from the south with best practices that can be replicated in South Sudan, namely Burkina Faso, Kenya, Rwanda, Ethiopia and Zimbabwe regarding development of legal-policy framework on the local structures for recovery and resilience and learning. Through triangular cooperation, the programme will benefit from the financial and technical support, experience and technical know-how of multilateral and developed-country partners.

3.6 Knowledge

Five main knowledge products will be produced by the programme through research include:

i. Policy briefs, guidance notes, advisories and draft policy documents on thematic areas;
ii. Business and Labour Market Study and Agriculture and Natural Resources Value Chain Study
iii. Resilience Gender analysis
iv. Thematic papers, strategy and analysis will be produced on need basis.
v. Market information management including prices will be produced on a need basis

3.7 Sustainability

Effective implementation of the proposed initiatives prepares the ground for realisation of sustainable recovery and resilience in South Sudan. By focussing on developing capacities of individuals, systems and institutions for recovery and resilience the programme will continue even after its phasing out. Working closely with government partners will maximise the extent to which Government contributions are efficient and effective and that will inherently ensure sustainability wherever possible. Training of local women and youth will ensure improved livelihoods and resilience of the general populace and that will ensure continuity of the efforts of the programme. Development and improvement of Community-oriented infrastructure will outlive programme duration as they will remain in use. Through strengthening the resilience and recovery

infrastructure in the country, the national capacities for early warning and coordination of response will be in place.

3.8 Cross Cutting Issues

3.8.1 Gender mainstreaming

The R-ARCSS comes with opportunities for increased participation of women in decision making positions, an initiative on the implementation of the (35%) quota, inclusive of women and girls with disabilities and nominations by parties as part of engendering institutional reforms effort (R-ARCSS Article 1.4.6). In line with Beijing Platform for Action[17], Convention on the Elimination of All forms of Discrimination against Women and other human rights treaties, 2030 development agenda (Goal 5), UN Security Council Resolution 1325, UNDP's Gender Equality Strategy (2018-2021) and 8 Point Agenda, UNCF and CPD, and the South Sudan national Gender Policy; the programme will support mainstreaming Gender Equality and Women Empowerment in targeted public institutions, as follows:

- Support institutional reform and capacity development in selected government agencies to increase their capacity in addressing relevant gender equality issues (gender gaps, review of policies, community outreach, etc)
- Support socio-economic empowerment of youth, both young men and women at local level through participation and involvement.
- Ensuring the integration of gender sensitive results and indicators in policies and programme/programme analysis and performance measure including relevant research and analytical skills development.

3.8.2 Environmental Considerations

The programme will ensure it complies with UNDP environmental policies and standards. All constructions and rehabilitations will, however, be supervised by qualified engineers to ensure adherence to international standards including the use of green energy where feasible. Further, the programme will support use of local materials as well as recycling materials where proved. All programmes to undergo the Social and Environmental Screening Procedure (SESP) process.

4. PROGRAMME MANAGEMENT

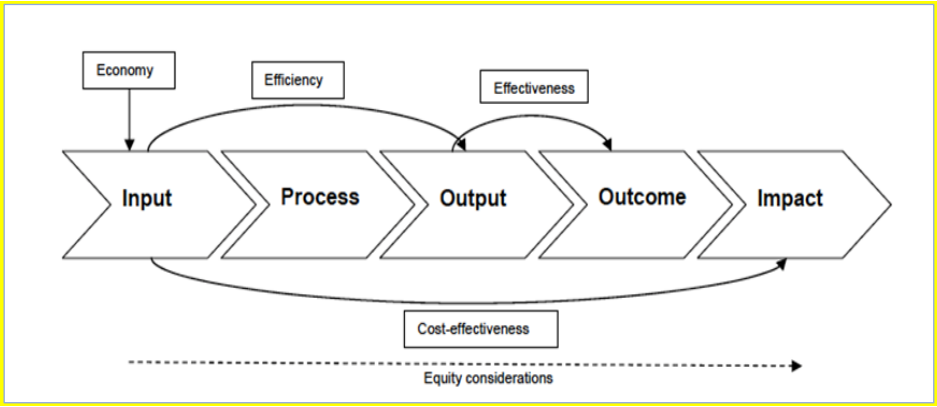
4.1 Cost Efficiency and Effectiveness

The programme adopts the 3-E framework (Figure 5)[18]–economy, efficiency, effectiveness and cost-effectiveness. In this regard, the programme will undertake the following measures to maximize value for money:

- Leveraging partnerships and comparative capacities/expertise: Work with key strategic partners - government institutions, UNMISS, UN agencies, I/NGOs/CSOs and the private sector where relevant to achieve common peacebuilding and development outcomes.
- Competitive procurement processes: selection of the offer, which presents the optimum combination of life-cycle costs and benefits, which meet the needs of beneficiaries.
- Investing in up-front planning, documentation and evidence-based programming: evidenced-based planning to allocate and target resources strategically and efficiently.

[17]The Beijing Platform for Action, 1995
[18]. www.undp.org/content/dam/sudan/docs/.../Annex%209%20VfM%20Principles.docx

Figure 5: Value-for-Money 3-E Framework



4.2 Programme Management

The programme will be implemented directly by UNDP using the Direct Implementation Modality (DIM). UNDP will engage and collaborate with third-party implementers in delivering the programme- academia, CSOs, government departments, private sector and UN agencies. The programme will be implemented in nine locations with UNDP presence and field coordination offices in Bor, Wau, Aweil, Yambio, Juba, Bentiu, Malakal, Torit and Rumbek. The offices are co-shared in the UN compounds where common services are shared.

The Senior Programme Advisor and the Team Leader will work together to provide guidance and direction to programme personnel in the field and in the country office and manage the implementation of the programme. Other UNDP units such as Procurement, Finance, Communications, Common Services, Information and Communication Technology, Human Resources, and Programme Oversight and Partnership Support will support efficient and effective programme delivery and oversight, including coordination of programme audit and evaluations which will be conducted once during the life of the programme. The programme will benefit from a wealth of technical and managerial expertise from the UNDP South Sudan, regional and HQ offices.

RESULTS FRAMEWORK[19]

National priority: Consolidate peace; Stabilize and revitalize the national economy								
Intended Outcome as stated in the UN Cooperation Framework: Local economies are recovered, and conditions and coping strategies are improved to end severe food insecurity.								
Intended Outcome as stated in the UNDP Country Programme Document (2019-2021): Pillar 2: Inclusive and risk informed economic development and Pillar 3: Strengthened institutional and community resilience, CPD Outcome 1: Strengthened peace infrastructures and accountable governance and CPD Outcome 2: Local economies are recovered and conditions and coping strategies are improved to end severe food insecurity.								
Applicable Output(s) from the UNDP Strategic Plan: Output 1.1.2: Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs, and **Output 3.4.1:** Innovative nature-based and gender-responsive solutions developed, financed and applied for sustainable recovery.								
Outcome indicators as stated in the Country Programme: Indicator 2.3. Number of micro, small and medium-sized enterprises utilizing supplier development platforms for inclusive and sustainable value chains. Baseline: 0, Target: 300.								
Output indicators as stated in the Country Programme Document (CPD) including baseline and targets: **Output 2.1**. Increased access to emergency assistance, alternative livelihood and employment opportunities for families in conflict and disaster-prone communities; **Indicator 2.1.2.** Number of people reached with entrepreneurship and skills development, emergency employment and business support services. **Baseline:** 200 (60% female) **Target**: 1,200 (60% female) **Indicator 2.1.3.** Number of people benefitting from jobs and improved livelihoods in crisis or post-crisis settings, disaggregated by sex. **Baseline**: 1,031 (81% female) **Target**: 5,000 (60% female)								
Programme title and Atlas Programme Number: Recovery and Resilience Programme 00115998								
EXPECTED OUTPUTS	**OUTPUT INDICATORS**[20]	**DATA SOURCE**	**BASELINE**		**TARGETS (by frequency of data collection)**				**DATA COLLECTION METHODS & RISKS**
			Value	**Year**	**Year 1**	**Year 2**	**Year 3**	**FINAL**	
Output 1: Youth Employment and Empowerment through Private Sector, trade, and Value Chain Development	1.1: Number of enrolled youth that complete the vocational, technical and entrepreneurship skills training, dis-aggregated by gender and location	Periodic, M&E and final evaluation Reports	250	2019	2,500	5,000	5,000	12,500	Primary (survey, key informant interview, focus group discussion, case/success stories and Observation) and secondary data review (reports, meeting minutes and the like) **Risks** Timeliness and quality of primary data may be
	1.2: Proportion of youth previously involved in conflict recruited for skills training		0	2019	10	15	25	25%	
	1.3: Number of skills training graduates that secure jobs from UNDP-supported private sector enterprises and value chains dis-aggregated by gender		0	2019	400	800	1,200	2,400	
	1.4: Number of new jobs created through value chains, digital trade, private sector enterprises supported by UNDP		0	2019	500	500	500	1,500	

RESULTS FRAMEWORK[19]

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Programme title and Atlas Programme Number: Recovery and Resilience Programme 00115998									
Output 2: Provision of livelihoods and skills development	2.1: Number of states adopting the PfRR and resilience programming approach		4	2019	0	1	1	2	compromised due to access reason.
	2.1: Number of previously trained graduates of vocational training provided with start-up kits		0	2019	500	1,000	1,000	2,500	

[19] UNDP publishes its programmeinformation (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 programme.

[20] It is recommended that programmes use output indicators from the Strategic Plan IRRF, as relevant, in addition to programme-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

RESULTS FRAMEWORK[19]

National priority: Consolidate peace; Stabilize and revitalize the national economy									
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Programme title and Atlas Programme Number: Recovery and Resilience Programme 00115998									
	2.2: Proportion of vocational skills training graduates utilising skills gained for self-employment and formal jobs.		0	2019	15%	20%	25%	25%	
	2.3: Number of innovative financing mechanism established.		0	2019	0	0	1	1	
	2.4: Number of women trained in entrepreneurship and business management		0	2019	1,500	3,000	4,500	9,000	
Output 3: Renovation of Upper Nile University and	3.1 Number of faculties of Upper Nile University ready for teaching.		0	2019	0	1	1	2	

RESULTS FRAMEWORK[19]

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Programme title and Atlas Programme Number: Recovery and Resilience Programme 00115998									
University of Juba Cultural Centre	*3.2.* Number of students that Upper Nile University is able to enroll in Malakal.		0	2019	0	1,000	2,000	3,000	
	3.3 Number of Cultural Centres for training programmes and cultural enrichment at University of Juba.		0	2019	0	1	0	1	
Output 4: Productive Social Safety Net (PSSN)	4.1 Number of households benefitting from short-term employment opportunities disaggregated by household leadership and location		0	2019	2,500	5,000	5,000	12,500	
	4.2 Number of infrastructures established/ rehabilitated disaggregated by type of infrastructure		0	2019	50	100	100	250	

RESULTS FRAMEWORK[19]

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Programme title and Atlas Programme Number: Recovery and Resilience Programme 00115998									
Output 5: Agricultural Markets and Trade Improvement	5.1 Number of infrastructure established/ rehabilitated to allow market initiatives		0	2019	0	1	3	7	
	5.2 Proportion of traders utilizing E-commerce hubs market information and accessing market access opportunities		0	2019	0	10	20	30%	
	5.3 Number of E-commerce hubs established		0	2019	0	0	1	1	

5. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the programme will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

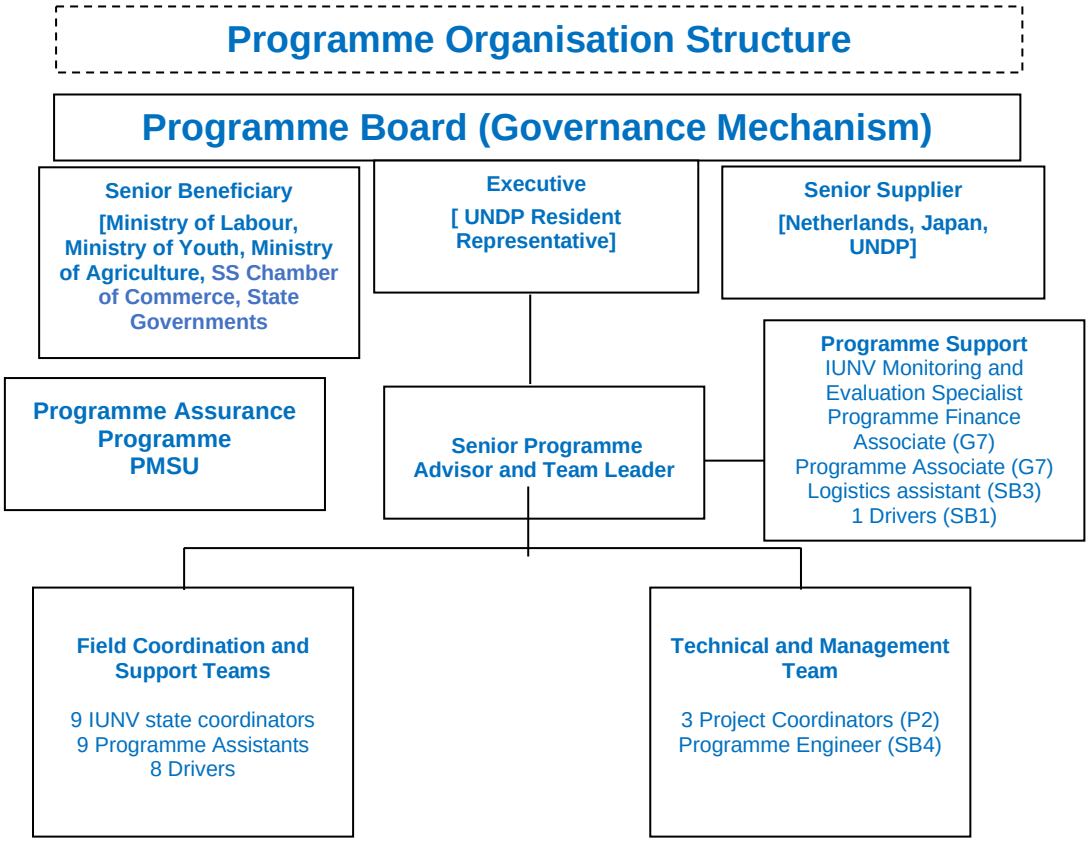
Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the programme in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by programme management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by programme 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 programmes and partners and integrated back into the programme.	At least annually	Relevant lessons are captured by the programme team and used to inform management decisions.
Annual Programme Quality Assurance	The quality of the programme will be assessed against UNDP's quality standards to identify programme strengths and weaknesses and to inform management decision making to improve the programme.	Annually	Areas of strength and weakness will be reviewed by programme management and used to inform decisions to improve programme performance.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the programme board and used to make course corrections.
Programme Report	A progress report will be presented to the Programme Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual programme 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 programme (final report)	
Programme Review (Programme Board)	The programme's governance mechanism (i.e., programme board) will hold regular programme reviews to assess the performance of the programme and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the programme. In the programme's final year, the Programme Board shall hold an end-of	At least annually	Any quality concerns or slower than expected progress should be discussed by the programme board and management actions agreed to address the issues identified.

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

Evaluation Plan[21]

Evaluation Title	Planned Completion Date	Cost and Source of Funding
Mid-Term Evaluation	March 2021	Funding partners, UNDP
Final Evaluation	December 2024	Funding partners, UNDP

6. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



7. LEGAL CONTEXT

This programme document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This programme will be implemented by [name of entity] ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

[21] Optional, if needed

8. 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 [programme funds][22] [UNDP funds received pursuant to the Programme Document][23] 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 Programme 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 programme 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 programme 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 programme stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Programme Document shall cooperate in good faith with any exercise to evaluate any programme or programme-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to programme 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, 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 programme 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 Programme 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 programme 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 Programme 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

[22] To be used where UNDP is the Implementing Partner

[23] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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 Programme 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 programmes. 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 programme 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. 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 Programme 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 Programme Document.

Note: The term "Programme Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Programme 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 Programme 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 programme 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 Programme Document.