

UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
NIGERIAEmpowered lives.
Resilient nations.**Project Title:** Lagos State Employability Support Project – Phase 2**Project Number:** 00122719**Implementing Partner:** Lagos State Employment Trust Fund (LSETF)**Start Date:** August 2020**End Date:** August 2022**PAC Meeting date:** July 2020

Brief Description

The main objective of this project is to increase the pool of skilled manpower in order to alleviate the acute shortages of employable labour in Lagos State. Another objective is to match skilled manpower with hiring opportunities and ensure no less than 60% of manpower produced either have jobs or are placed on an apprenticeship track to setup businesses in their areas of interest and skill. The project will improve the quality of vocational training programmes including but not limited to sectors such as **Technology, Education, Health care, Construction, Creative Art, Transportation & Logistics and Business Support**, update their content to make the labour force technically more competent, strengthen vocational instructor training and improve the capabilities of the participating vocational training centres (VTCs) to plan and manage the training programmes. In addition, the project will address the intermediate barriers between the demand for skilled manpower and supply of the trained manpower by ensuring hiring commitments are extracted from private sector employers; and improving the Labour Market Information System through job matching and promotion related activities. It is expected that through the project, **2,000** skilled manpower will be produced in a two-year period to cater for demand in key sectors and at least 60% of the skilled manpower produced will be hired in the private sector or have had own businesses setup. Also at least **15** Vocational Training Centres in Lagos will have new vocational curriculum as well as improved teaching skills for technical instructors. The project targets unemployed and under employed youths with or without skills and aged 18 to 45 years with special consideration for women and persons living with disabilities.

Contributing Outcome (UNSDPF Outcome 7):

By 2022, Nigeria has an inclusive and diversified economic growth driven by science, technology and innovation, investment in infrastructure and job creation.

Indicative Output(s) with gender marker²: GEN2

National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable, employment and livelihoods intensive.

Total resources required:

USD 2,000,000

Total resources allocated:

UNDP TRAC:	USD 1,000,000
------------	---------------

Donor:

Government:	USD 1,000,000
-------------	---------------

In-Kind:

Unfunded:

Agreed by (signatures):

Government (Ministry of Economic Planning & Budget)	UNDP	Implementing Partner (LSETF)
		
Name: SAMUEL EGUBE	Name: Lealem Berhanu Dinku (Officer-in-Charge)	Name: TEJU ABISOYE (Executive Secretary)
Date: 18-9-2020	Date: 08-Aug-2020	Date: 11-Aug-2020

I. DEVELOPMENT CHALLENGE

The growing problem of youth unemployment in Nigeria is a major concern. According to the 2018 3rd quarter report of the National Bureau of Statistics, Nigeria recorded its highest unemployment rate ever with an increase from 18.8% in the 4th quarter of 2017 to 23.1% in the 3rd quarter of 2018. In addition, 55.4% of young people aged 15-34 were either underemployed or unemployed compared to 52.6% in the previous year. Unemployment also disproportionately affected women as in the same period, 26.6% of women within the labour force were unemployed compared with 20.3% of men. These devastating unemployment figures reveal deep structural gaps in existing learning systems and vocational training framework in Nigeria. With available formal jobs becoming more competitive to secure, millions of Nigerians will be left behind if educational systems fail to prepare Nigerian graduates for the capacity demands of these jobs. Without adequate technical and vocational skills, school leavers cannot gain employment opportunities that exist in the new job market.

An unemployed and unengaged youth demographic poses enormous threat to political stability, national security and social cohesion. Supporting young persons to acquire relevant job-related skills is a key development issue which must be prioritized by the national government. Paradoxically, despite the huge unemployment rate in Nigeria, several firms and industries are unable to find youths (graduate and non-graduates) with requisite skills for employment. As a result, several firms in Nigeria fill up such manpower gaps with youths from neighbouring countries (Togo and Benin Republic) who have the required skills leaving Nigerian graduates, artisans and craftsmen without jobs.

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

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

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

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

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

This project targets youths as beneficiaries and seeks to increase the pool of skilled and employable manpower in Lagos State so as to alleviate the acute shortages in key sectors as

technology, education, health care, construction, creative Art, transportation & logistics and business support. The project also aims to improve the quality of training programmes offered by selected vocational centres in Lagos in **technology, education, health care, construction, creative Art, transportation & logistics and business support** by updating their content to make

the labour force technically more competent, strengthen vocational instructor training and improve the capability of the host agency to provide the necessary labour market information to aid the skills demand and supply sides.

II. STRATEGY

The Theory of Change (ToC):

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



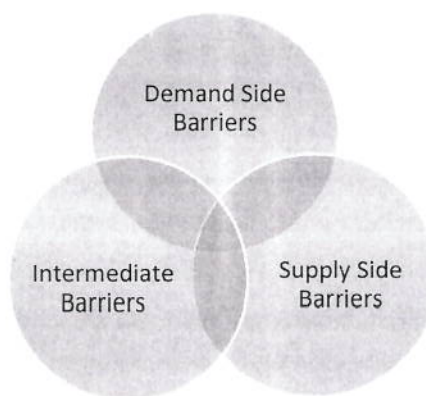
The ‘Lagos State Employability Support Project’ is thus a proposed transformational approach to addressing the employment challenge in Lagos State especially for youths. It targets 1,000 beneficiaries annually and will hopefully expand employment opportunities, strengthen human capital and build durable labour market information linkages. Human Capital Theorists (Becker, 1962, 1964, 1992 and Mincer, 1962, 1974) completely favour the supply side barriers positing that individuals differ from one another in terms of the amount of skill they possess, and such skills could be augmented through schooling and training. The theory therefore suggests that current investments in personal education, training and development lead to higher future returns (such as higher wages and higher productivity), and that individuals who invest in their own skill development do so with the expectation of higher earnings over time and therefore prefer long-term employment. According to this theory, education and training create useful market skills and the solution to the youth unemployment trap is to provide youths with more skills/training or with incentives to obtain skills.

Strategy:

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

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

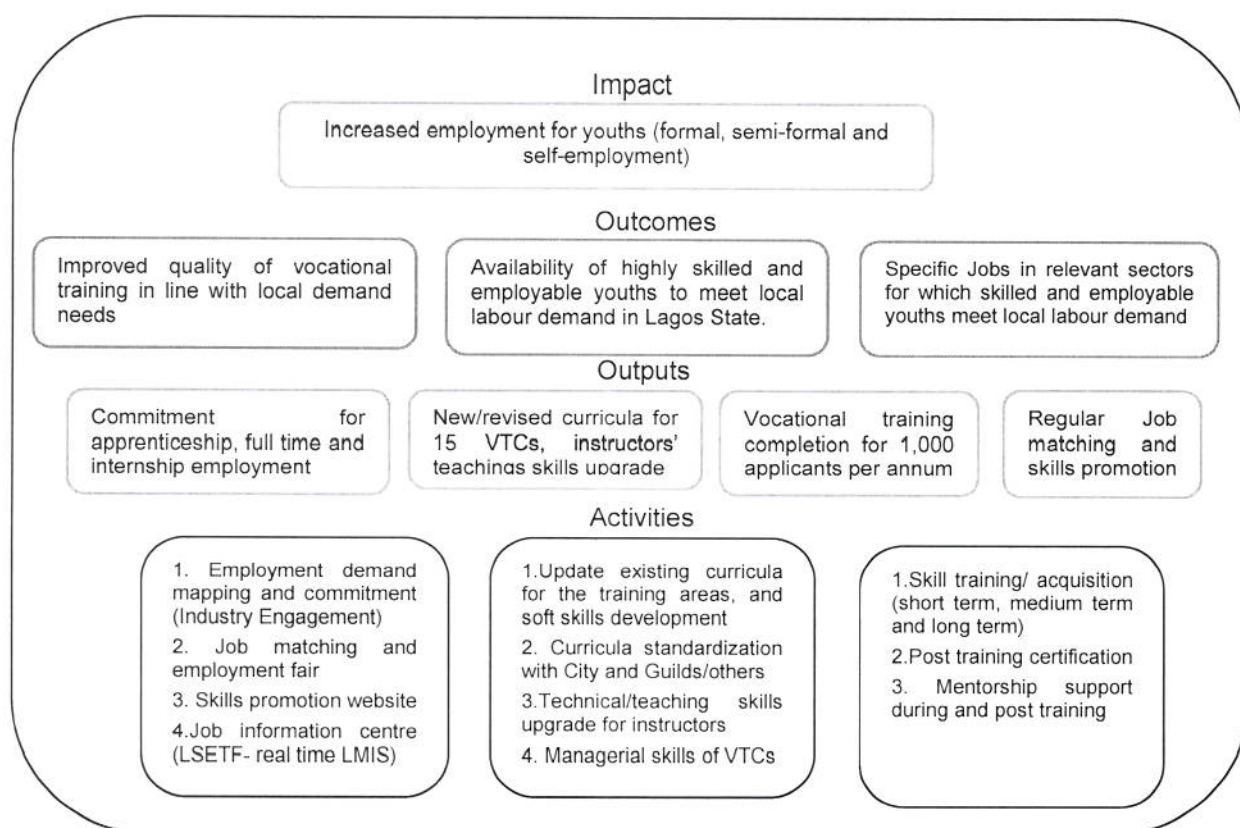
This project adopts a unique strategy based on an 'ecosystem approach' by addressing both supply, demand and intermediate barriers to youth unemployment. While the Lagos Employability Project is similar to other youth employment efforts across Nigeria implemented by both public and private sector organizations,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



Our Ecosystem strategy will address in an interrelated manner the supply, demand and intermediate barriers limiting employment creation. On the supply side, the project will address issues related to; mismatch in skills, and poor education. On the Demand side, the project will address issues related to employable labour search while the intermediate barrier issues which the project will focus on relate to job matching and access to labour information. Inadequate job matching leads to suboptimal job allocations, especially among the most disadvantaged job seekers that lack access to job networks and social capital (ILO, 2010).

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

III. RESULTS AND PARTNERSHIPS EXPECTED RESULTS



Resources Required to Achieve the Expected Results

- At the project commencement stage, UNDP and the Lagos State Employment Trust Fund (LSETF) will provide resources to ensure successful project take-off. Based on the future resource need as identified during implementation, the project will initiate engagement lines with key stakeholders to augment the available resources. This will include discussions with Lagos based private sector, informal sectors, international development partners and key foundations. A key input required for commencement of the project activities is the 15 Vocational Training Centres (VTCs) in Lagos where the skills-based training will be conducted. It is expected that these centres will be fully functional and with necessary equipment for the different skills focus areas. It is also expected that the centre instructors required for the training will be readily available for the instructor training as well as the beneficiaries training.

Partnerships

- The Lagos Employability Support Project is a partnership between UNDP and Lagos State Employment Trust Fund (LSETF) but will involve a collaboration of key actors in the public and private sector in Lagos State. LSETF is uniquely positioned to deliver on the project activities.

UNDP also has the convening power to bring together key partners to ensure success in the project implementation.

Industry Engagements

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

Risks and Assumptions

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

Stakeholder Engagement

- The key stakeholders to this project include the target beneficiaries (individuals aged 18-45 years), the training centres, Lagos State Technical Vocational Education Board or other licensing or accrediting institution with , private sector companies in(technology, education, health care, construction, creative Art, transportation & logistics and business support), public sector institutions in Lagos. LSETF and UNDP as core implementers and convenors will engage the respective stakeholders. The consultation of the private sectors early on through the demand mapping activity will be key to the project's long-term success.

Mentorship Support

- The project will assign the youth to Mentors to provide coaching session on personal branding and networking, communication skills to improve the success of the program. The mentoring support tool is needed as it provides easy access to career experts who can easily make appropriate recommendations/referrals to address issues and challenges related to assigned beneficiaries during the implementation of the project.

Labour Market Information System (LMIS)

- The aim of the project is to upgrade and improve the potential employer and beneficiary experience on the current Labour Market Information System (LMIS) which is set up to facilitate job engagement and a convenient method for recruitment for organizations and open job market. Furthermore, the LMIS seeks to provide a near real-time data regarding skills in demand from employers of Labour.

Knowledge

- The project is expected to generate several knowledge products which will be published in hard and electronic formats. The project's skill promotion updates will be useful for private sector companies especially the data on available skills after completion of each vocational

training module. Besides, the lessons learnt from the project will be produced and widely circulated across federal and State governments in Nigeria.

Sustainability and Scaling Up

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

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

- The importance of cost effectiveness in this implementing approach cannot be overemphasised. Project activities with the necessary checks and balances will be provided by the project steering committee and UNDP. This requires that all stakeholders contribute to the decision-making process that drives the entire process.

Transparency and due process in project implementation process will be adhered to in line with the Harmonized Approach to Cash Transfers (HACT) procedures.

Project Management

Project will be implemented using the National Implementation Modality (NIM), with LSETF as the implementing partner. The Implementing Partner (IP) will be responsible for the effective and efficient implementation of all project activities including necessary reporting requirements.

The steering committee will comprise of senior management officials of LSETF and UNDP. Their role will be advisory but will be providing technical and strategic direction for the implementation of the project.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNSDPF Country [or Global/Regional] Programme Results and Resource Framework: By 2022, Nigeria has an inclusive and diversified economic growth driven by science, technology and innovation, investment in infrastructure and job creation.								
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:								
Applicable Output(s) from the UNDP Strategic Plan:								
Project title and Atlas Project Number: Lagos State Employability Support								
EXPECTED OUTPUTS	OUTPUT INDICATORS ¹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Final	
Output 1 New/improved curricula and training materials for 15 VTCs	1.1 No of VTCs in Lagos with new and improved curricula	Project Report	12	2019	10	5		VTCs Documents and Records review.
Output 2 vocational training completion for 2,000 applicants in (2years)	2.1 No of males that complete the vocational training programme	Project Reports	874	2019	300	700		Labour Market Information System VTCs Documents and Records review.
	2.2 No of females that complete the vocational training programme	Project Report	813	2019	300	700		Labour Market Information System VTCs Documents and Records review.
	2.3 No of VTC Instructors that benefit from skills upgrade	Project Report	43	2019	20	10		VTCs Documents and Records review.
Output 3 Job matching and skills promotion improved.	3.1 No of job promotion programmes	Project Reports	4	2019	5	5		Primary data collection using project reporting template
	3.2 No of private sector companies participating	Project Reports	132	2019	150	200		Labour Market Information System Primary data collection using project reporting template
	3.3 No males that gain employment through job matching and skills promotion or are self employed	Project Reports	477	2019	240	560		Labour Market Information System
	3.4 No females that gain employment through job matching and skills promotion or are self employed	Project Reports	487	2019	240	560		Labour Market Information System

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	LSETF/UNDP	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	LSETF/UNDP	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	LSETF/UNDP	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	LSETF/UNDP	
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	LSETF/UNDP	

			and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		LSETF/UNDP	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	LSETF/UNDP	

Evaluation Plan²

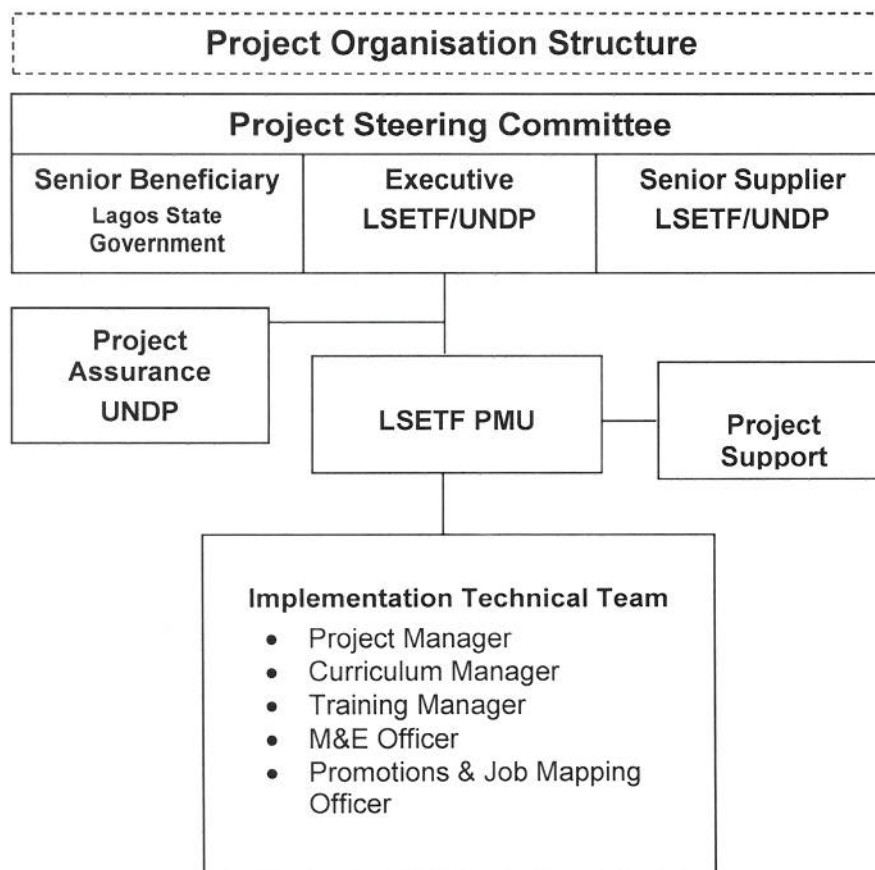
Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDPF Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	LSETF/UNDP		By 2022, Nigeria has an inclusive and diversified economic growth driven by science, technology and innovation, investment in infrastructure and job creation.	July, 2022	LSETF, UNDP	

VII. **MULTI-YEAR WORK PLAN**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
Output 1: New/improved curricula and training materials for 15 VT-Cs	1.1 Curricula preparation and standardization	37,345	55,952				LSETF/UNDP		93,297
	1.2 Technical/teaching skills upgrade with new curricula for instructors (70)	2,725	6,358				LSETF/UNDP		9,083
	Sub-Total for Output 1								102,380
Output 2: Vocational training completion for 2,000 applicants in 2 years	2.1 Vocational skills training in selected trade areas	311,681	648,535				LSETF/UNDP		960,216
	2.2 Stipends allowance (max 12 weeks in-training)	93,426	217,995				LSETF/UNDP		311,421
	Sub-Total for Output 2								1,271,637
Output 3: Job matching and skills promotion improved.	3.1 Industry Engagement (3 per year)	4,827	11,263				LSETF/UNDP		16,090
	3.2 Employment mapping/ skills promotion website/Access to start-up tools	81,748	190,746				LSETF/UNDP		272,494
	3.3 Job information road shows/ Fair (LSETF) (publicity)	26,357	61,501				LSETF/UNDP		87,858
	3.4 Establish Labour Market Information System	19,459	45,405				LSETF/UNDP		64,864
	Sub-Total for Output 3								441,306
M&E, Audit/HACT, Communication services (4%)		23,103	49,510						72,613
General Management Support (5%)		3,906	35,000						38,906
Direct Project Costs (4.03%)		23,276	49,881						73,158
TOTAL		627,854	1,372,146						2,000,000

Exchange rate @ 385.33 naira to US\$ 1

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



IX. LEGAL CONTEXT

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

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

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

X. RISK MANAGEMENT

[NOTE: Please choose one of the following options that corresponds to the implementation modality of the Project. Delete all other options.]

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA [for the Supplemental Provisions to the Project Document], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

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

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

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

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

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

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

XI. ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template** [\[English\]](#)[\[French\]](#)[\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant.
(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).
3. **Risk Analysis.** Use the standard [Risk Register template](#). Please refer to the [Deliverable Description of the Risk Register](#) for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

