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United Nations Development Programme

PROJECT DOCUMENT

NEPAL

Project Title: Road Safety Management in Nepal
Project Number: 01001286
Implementing Partner: UNDP
Start Date: 1 April 2023 **End Date:** 1 October 2025 **LPAC Meeting date:** 27 September 2023

Brief Description

Road accidents in Nepal bring heavy losses to lives and to the economy every year. Despite all efforts, casualties have increased by 155% in the last 15 years. Experts estimate that the number may reach 4,500 by 2030, which means 12 people dying on roads every day. Women, children, and people with disability are particularly at high risk of road incidents. The majority of casualties from road crashes are among those of productive age, resulting in an economic loss of USD 122,88 million (equivalent to nearly 1.5% of GDP) in 2017.

Aligned to UN General Assembly resolution A/RES/74/299, "Improving global road safety", with an explicit target of reducing 50% of road traffic deaths and injuries by 2030, Nepal developed the National Road Safety Action Plan (NRSAP) (2021 – 2030) in 2020. However, the implementation of NRSAP lagged due to poor regulations, limited technical capacity, and weak enforcement. The inadequate capacity of the National Road Safety Council (NRSC) to function as the lead agency for road safety management in Nepal is the main reason behind the uncoordinated actions of road management agencies.

The overall objective of the project is therefore to **contribute to safety of all road users in Nepal** by building institutional capacity of NRSC following a systems approach, which includes creating conducive environment, strengthening coordination among stakeholders and enhancing public awareness and knowledge about road safety. This will contribute to achieving the national goal of reducing road fatalities by 50% by 2030 as well as the Sustainable Development Goals, particularly targets 3.6 and 11.2. The project brings the human rights-based approach to development, and partners with National Road Safety Council, UNESCAP and other stakeholders.

Contributing Outcome (UNSDCF, CPD, RPD):

SDG target 3.6: By 2020, halve the number of global deaths and injuries from road traffic accidents

SDG target 11.2: By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons

SDG 5: Achieving gender equality

Strategic Plan Outcome 2: No-one left behind centering on equitable access to opportunities and a rights-based approach to human agency and human development.

Strategic Plan Output 2.3: Responsive governance systems and local governance strengthened for socio-economic opportunity, inclusive basic service delivery, community security, and peacebuilding.

UNSDCF Outcome 4 / CPD Outcome 2: By 2027, more people, especially women, youth, and the most marginalized and poor increasingly participate in and benefit from coordinated, inclusive, accessible, participatory, transparent, and gender-responsive governance, access to justice and human rights at federal, provincial, and local levels.

Total resources required:		USD 346,500
Total resources allocated:		
	UNDP TRAC	USD 100,000
	UNRSF	USD 246,500
	In-Kind:	UNESCAP (Technical assistance)
Unfunded:		

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CPD Output 2.1: Inclusive and participatory policies, processes and systems strengthened for implementation of federalism at three levels of government CPD Output Indicator 2.1.2. Intergovernmental coordination mechanisms are effectively functional (IRRF-2.1.3) Indicative Output(s) with gender marker: GEN2[1]		

Agreed by:

UNDP
DocuSigned by: 1312DB2D84034A0... Ayshanie Medagangoda-Labé, Resident Representative
Date: 30-Oct-2023

[1] This marker will be annually reviewed and updated.

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I. DEVELOPMENT CHALLENGE

Road accidents cause huge loss of lives and hamper economic growth and sustainable development in Nepal. The number of casualties of road accidents rose from 1,131 in 2008 to 2,883 in 2022, an increase of 155%, according to police data. Experts estimate that if the trend continues, fatalities in Nepal may reach 4,500 per year by 2030-2031. In 2017 alone, economic loss due to road accidents was estimated to be 122.88 million USD, around 1.5% of Nepal's GNP.

There is recognition that women, vulnerable people, children, and people with disabilities are highly affected by road-related incidents. Globally, women have 47 percent higher risk of serious injury in a car crash than men[2]. Vehicles are designed for men, as the gender concern is not reflected when cars are designed and crash dummies are men. The ratio of male to female fatalities with the 15-49 age group is, however three to one in Nepal[3]. Studies suggest that men's higher rate of collisions, riskier road behaviours, and less compliance with speed limits are associated with the result[4]. Mobility can be a serious challenge for people with disability. For instance, people using wheelchairs find it difficult to use narrow paths, uneven road surfaces, and steep slopes. In Kathmandu valley, over 25,000 people with disabilities are estimated to reside, and the survey done by Clean Energy Nepal showed their everyday difficulty in accessing transportation[5]. The Ministry of Physical Infrastructure and Transport developed the Gender Equality and Social Inclusion Operational Guideline 2017[6], but few results and evidence are available.

Nepal has made firm commitments to address the issue of road safety management for different types of road users. Embracing UN General Assembly Resolution A/RES/74/299 on Global Road Safety, Nepal developed a National Road Safety Action Plan (NRSAP) aligned to United Nations Global Plan for the Second Decade of Action for Road Safety (2021- 2030). The NRSAP outlines several steps to be taken under five pillars: multimodal transportation and land use planning; better infrastructure; safer vehicles; safer road users; and post-crash interventions. For the NRSAP implementation, the Government set up the National Road Safety Council (NRSC) to function as the lead agency for road safety management in close partnership with the Ministry of Physical Infrastructure and Transport (MoPIT).
Road safety being a cross cutting issue, stakeholders in Nepal have been discussing about separate stand-alone Road Safety Act since 2016 that would provide a legal basis for enforcement of road safety standards and guidelines by respective agencies and make the National Road Safety Council (NRSC) responsible to work as lead national agency for implementation of NRSAP. However, it has been understood that despite ongoing discussion about formulation of stand-alone Road Safety Act for Nepal, the government was not keen on pursuing for separate Road Safety Act and has advised to integrate the road safety provisions into the revision of existing National Road Act.

Despite several efforts made, the progress on safety of road users in Nepal has not been satisfactory. The main crux of the problem is limited institutional capacity of NRSC. So far, it lacks sufficient legal authority, staff, financial resources, knowledge, and experiences to operate as the main agency for road safety issues. As a result, there is a lack of effective coordination mechanisms for road safety management. Road safety is multifaceted and necessitates collaboration with numerous institutions, which requires a fully functional central agency to coordinate amongst all relevant government agencies, businesses, NGOs, and academic institutions for coordinated actions to be taken to ensure road safety.

[2] https://www.roadsafetyfacility.org/news/who-safer-road-men-or-women
[3] https://www.roadsafetyfacility.org/country/nepal
[4] http://etsc.eu/wp-content/uploads/2014/02/PIN_Annual_report_2013_web.pdf
[5] https://nfdn.org.np/article/access-to-transport-services-for-people-with-disabilities-in-kathmandu/
[6] http://www.mopit.gov.np/actfile/Operational%20Guidelines%20for%20Mainstreaming%20GESI%20in%20MOPIT%20English-2_1569147282.pdf

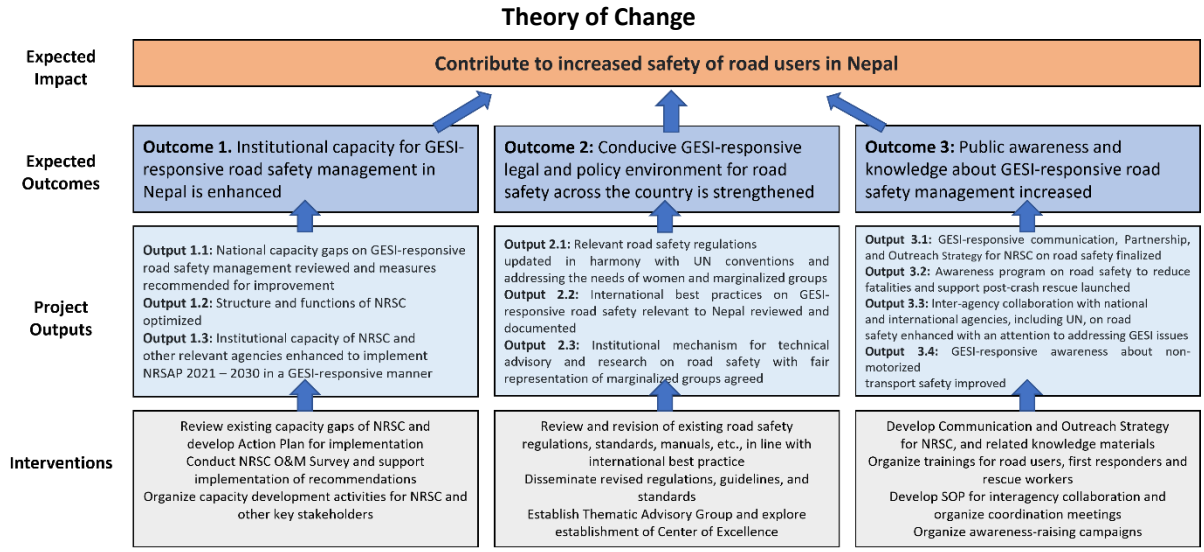
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II. STRATEGY

The challenges to improve road safety in Nepal are multi-faceted and complex, involving multiple sectors and stakeholders. According to a World Bank study, Nepal will require investments of approximately USD 879 million to achieve SDG target 3.6 of a 50 percent reduction of national road accident fatalities by 2030[7]. Notable challenges and barriers to progress include poor quality of roads and infrastructure for cyclists and pedestrians, weak enforcement of traffic regulations linked to limited institutional capacity, varying safety standards of vehicles, a culture of reckless driving and speeding in both urban and rural areas, ineffective coordination mechanisms among key stakeholders, and limited public awareness about road safety measures, among others (Problem tree is available in Annex 1).

With the limited financial resources available for the project, addressing all of these challenges is far beyond its scope. Hence, the project strategically focuses on key underlying issues on institution strengthening and enhanced awareness of the subject.

The Theory of Change (ToC) thus assumes that if the institutional capacity, legal and policy frameworks, and coordination mechanism on road safety are improved, and awareness on road safety enhanced among duty bearers and the general public, then National Road Safety Council, the government lead agency, and road safety stakeholders will better collaborate with each other and with citizens towards fostering more sustainable, safe, and resilient road safety system in Nepal, thereby reducing road crash fatalities. Differences between men and women will be recognized and gender-differentiated policies and guidelines will be reviewed for consideration and actions. By fostering collaboration with other stakeholders implementing road safety interventions in Nepal, most notably the National Road Safety Council, it will also seek to build synergies and reach impact beyond the scope of the project.



It is critical therefore to improve the national capacity for road safety management for collaborative actions among partners following a systems approach, which will include building:

a) Institutional capacity: This includes enhancing the institutional capacity of NRSC for road safety management, which would entail numerous interactions between various aspects such as institutions, human resources, awareness, technology, environment, resilience, and knowledge. Such interactions, if

[7] The World Bank (2020) Delivering Road Safety in Nepal, available at: NEPAL ROAD SAFETY REPORT.indd (worldbank.org)

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permitted to occur in the proper sequence, can help reduce the frequency of traffic accidents and associated fatalities and losses. To achieve this, system capacity must be increased through improvements in legislative aspects, collaboration, digitalization, research, and training. This will further include implementation of road safety regulations, guidelines, and protocols; development of capacities for coordination, enforcement, implementation, partnership for the facilitation of knowledge building and innovation through research and exchange within Nepal and between countries; and the advancement of UN road safety convention ratification. Since the discussion about drafting a stand-alone Road Safety Act for Nepal or revision of existing National Road Act with road safety provisions has already advanced, this proejct does not intend to directly engage into this process given its limited scope rather it plans to focus on developing technical guidelines and standards for road safety as per international standards in coordination with the partners.

b) Technical capacity: This includes capacity building for road safety management of NRSC as the national lead agency and other agencies mandated by law to work on road safety under a federal system of governance. Strong horizontal and vertical coordination is required for effective road safety management and implementation of the NRSAP (2021-2030), for which the NRSC's capacity for inter-government coordination at the federal level and between three levels of government (federal, province, and local) must be enhanced.

c) Collaboration capacity: To meet the national goal of cutting road accident fatalities by half by 2030, capacities for establishing synergy on road safety management across existing activities supported by diverse partners at different levels working toward the same goal must be developed. For example, the project will contribute to the enhanced management of the integrated road safety information platform. Similarly, preliminary work on road safety laws and institutional architecture, as well as an agreement reached on the establishment of a center of excellence in conjunction with the Institute of Engineering (IoE) and capacity building, will lead the project's future interventions.

Based on the *Theory of Change* and above considerations, the project is to **contribute to increased safety of road users across the country** by achieving results under three priority areas:

Building national capacity for road safety management in Nepal**:** UNDP will leverage its institutional knowledge and mobilize networks of experts to address the development challenges described above and support the capacity building of NRSC.

Creating a conducive legal and policy environment for enhanced road safety: Existing road safety guidelines and standards will be reviewed and updated in harmony with UN conventions and to address the specific needs of women, children, the elderly, persons with disabilities, and others. It will ensure that the legal and policy environment for enhanced road safety is fully GESI responsive. UNDP in collaboration with UNESCAP will facilitate the dissemination of international best practices.

Enhancing public awareness and knowledge about road safety: Outreach and knowledge sharing can be instrumental in changing mindsets and promoting the adoption of good practices for road safety management. Awareness on safe public transport and support to post-crash rescue will be launched through inter-agency collaboration. Further, specific effort will be carried out to ensure that the public awareness efforts are inclusive and accessible to all including to the persons with disabilities, LGBTIQ, women and other marginalized groups.

The project will contribute to making resilient and responsive transport system by reviewing the international best practices related to environment-friendly transportation and disaster-resilient transport infrastructure. The project will promote a safer environment for non-motorized road users, which will encourage them to choose greener mode of transportation and reduce impact on environment.

Gender Equality and Social Inclusion (GESI) issues will be duly reflected in the scope of work, and women will be fairly represented in leadership and governance structures of the project. The project will analyze the existing

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road safety data from the GESI lens to help the National Road Safety Council address institutional, capacity, cultural, and environmental constraints of GESI-friendly safer transport for all. The project will ensure that women, marginalized groups, youth and children are targeted for training and campaigns for their increased awareness on GESI-responsive road safety agenda. Gender-differentiated campaigns or training will be proactively sought. For instance, given the higher fatality rate of men associated with their driving attitude and behavior, men-targeted training in coordination with the agencies can be designed and implemented. The project will support MoPIT to narrow the gap between strategy and implementation of GESI-friendly road safety standards and practices. The project will engage people with disability to revisit existing policies, information dissemination system, and physical transport arrangement to ensure that they feel comfortable and empowered to use public transport.

The project's Gender Marker will be annually reviewed and updated as per GESI-responsive performance. The project will devise a gender action plan and regularly review project results on whether it imposes positive impact on the lives of women, youth, people with disability, and vulnerable groups.

The project will bring a human rights-based approach to development. The design and implementation of activities under the project will be framed by human rights principles and the Government of Nepal's international human rights obligations. It aims to create a safe space for right-holders and duty-bearers to engage and discuss road safety issues. The project will engage right-holders in discussion, awareness campaign, and training so that they are well-equipped and can meaningfully participate in any forum and voice their concerns. The project will also work with duty-bearers, especially MoPIT/NRSC to respect international human rights commitments and ensure the equal access to affordable, safe, environment and resilient transport for all, contributing to building resilience to human-induced risk and reducing related health impacts for vulnerable people.

Linkages/synergies with national strategies, SDGs, UN Decade of Action for Road Safety.

The United Nations General Assembly through its resolution 74/299 (2020) declared the period 2021- 2030 as the Second Decade of Action (DoA) for Road Safety. The project through its support to NRSC for implementation of NRSAP will contribute to achievement of national and global targets of reducing 50% deaths and injuries in road traffic accidents by 2030.

The project implementation will contribute to the achievement of 5 out of 13 strategies of the NRSAP, which are: creating an empowering legal framework (Adopt NRSC, No. 1); ratify road safety-related UN legal tools (No. 2); nation-wide rollout of road accident information management system (No. 3); improve vehicle standards as per UN regulations (No. 6); and timely emergency care (No. 13). Likewise, the project will also support for implementing key actions under three pillars of NRSAP: road safety management, safe roads and mobility, and post-crash response. The project's support to capacity development of the National Road Safety Council aligns with one of priorities addressed in the Government of Nepal's Disaster Risk Reduction National Strategic Plan of Action 2018 - 2030[8]. Main attention in improving the gender and vulnerable road user groups is in line with MoPIT's Gender Equality and Social Inclusion Operational Guideline 2017.

In the same vein, the project approach will play a role in increasing resilience to human-induced risks by supporting the achievement of responsive governance systems (Strategic Plan Output 2.3) and effective inter-governmental coordination mechanism (CPD 2.1.2). The contribution towards road safety promotion in Nepal will respond to global efforts in providing access to safe, affordable, accessible, and sustainable transport systems (SDG target 11.2) and halving the number of deaths and injuries from road traffic accidents (SDG target 3.6) with special attention to the needs of those in vulnerable groups, women, children, persons with disabilities, and older persons (SDG 5).

[8] https://bipad.gov.np/uploads/publication_pdf/DRR_National_Plan_of_Action_2018-2030_(Nepal).pdf

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The integrated and system-driven approach is key to smooth contribution to national and global commitments. The project will work collaboratively with government and development partners to understand interdependencies and leverage linkages across interventions.

III. RESULTS AND PARTNERSHIPS

Expected Results

The expected impact of this project is to **contribute to increased safety of road users across the country.** The project aims at contributing to the national goal of reducing road fatalities by 50% by 2030 and realizing the zero-fatality vision by 2050 following a system approach by achieving results under three priority areas: a) building national capacity on road safety management, b) strengthening enabling legal and policy environment, and c) enhancing public awareness and knowledge about road safety. The project interventions are designed under **3 outcomes and 10 outputs** as outlined below:

Outcome 1: ***Institutional capacity for GESI-responsive road safety management in Nepal is enhanced.***

Indicator: GESI-responsive time-bound action plan for joint actions for road safety management in place by NRSC; Baseline: No action plan (2022); Target:1 (2025)

Output 1.1: National capacity gaps on GESI-responsive road safety management reviewed and measures recommended for improvement.

The proejct will support reviewing national capacity assessment done earlier to validate the findings and incorporate emerging needs if any by a team of international and national experts. The result will be shared among a range of stakeholders by organizing at least one national stakeholder workshop. Further, the project will facilitate the implementation of activities prioritized in the National Road Safety Action Plan. During the process of review of capacity assessment, the project will look into existing capacity gaps of NRSC and other institutions and identify areas of capacity building support complementary to any such support being offered by other development partners or projects to avoid duplication. The review will have a special focus on addressing the issues of women, persons with disabilities and other marginalized groups.

Output 1.2: Structure and functions of NRSC optimized.

Based on the capacity assessment review findings, project will support for conducting an Organization and Management survey for the National Road Safety Council (NRSC), review of NRCS's partnership strategy and facilitate NRCS to build professional networks with other institution by signing MOUs to help develop its technical and management organizational capacity.

Output 1.3: Institutional capacity of NRSC and other relevant agencies enhanced to implement NRSAP 2021 – 2030 in a GESI-responsive manner.

The project will organize capacity-building workshops, trainings, and events for officials of NRSC and other relevant agencies. At least 30% of all participants will be women and 15% from minority groups. Annual reports will be produced to record road safety management progress and track the implementation status of NRSAP. Effort will be made to address the specific needs of women and marginalized groups.

Outcome 2: ***Conducive GESI-responsive policy environment for road safety across the country is strengthened.***

Indicator: No. of updated road safety regulations and guidelines in place. All reviewed and updated regulations and guideline will address GESI-responsive concerns and needs; Baseline: 0 (2022); Target: 3 (1 in road safety

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infrastructure which is disability-friendly; 1 in vehicle safety and 1 in behavioral change in consideration of gender-differentiated needs) (2025)

Output 2.1: Relevant road safety regulations updated in harmony with UN conventions and addressing the needs of women and marginalized groups.

The project will ensure compliance of existing guidelines and institutional arrangements with UN conventions through review and update of existing road safety regulations, guidelines, standards, manuals, documents, codes of conducts, and agreements. A national workshop will be organized to share findings among stakeholders and identify complementarities with other similar initiatives supported by other partners.

Output 2.2: International best practices on GESI-responsive road safety relevant to Nepal reviewed and documented.

International best practices on road safety will be reviewed and documented. The project will organize policy dialogues and workshops for knowledge dissemination in cooperation with development partners including World Bank Group, Asian Development Bank, WHO, and other bilateral donors.

Output 2.3: Institutional mechanism for technical advisory and research on road safety with fair representation of women and marginalized groups agreed.

A Thematic Advisory Group (TAG) will be formed to help NRSC function as lead agency and the proejct will ensure fair representation of women and marginalized group in TAG. The project will explore the set-up of a Center of Excellence (CoE) in the Institute of Engineering for strengthening the research capacity on road safety management. This will include conducting a feasibility study on the CoE set-up and agreement signing with concerned agencies. The project will engage potential partners to help operationalize the Center during the project period, so that it can be sustainably maintained after project phases out.

Outcome 3: ***Public awareness and knowledge about GESI-responsive road safety management increased.***

Indicator: Number of road safety related training, research and outreach activities implemented. Training materials and publications will use GESI-friendly words and printed in a GESI-inclusive manner. At least 30% of participants will be from vulnerable groups, or awareness and training programme will have a dedicated session with emphasis on GESI; Baseline 0 (2022); Target 15 (2025)

Output 3.1: GESI-responsive Communication, Partnership, and Outreach Strategy for NRSC on road safety finalized.

The project will support the NRSC to develop a Communication, Partnership, and Outreach Strategy for road safety management in Nepal, as well as to produce related knowledge material. Different communication and outreach approaches will be designed and rolled out for different groups of people including women, children, and people with disabilities in consideration of their literacy level, education, geography, mostly used language, ethnicity, etc. Wording and pictures will be carefully reviewed to ensure that they do not convey any unintended gender-biased messages. The project team and NRSC will participate in knowledge exchange activities and share Nepal's cases with other countries.

Output 3.2: Awareness program on road safety to reduce fatalities and support post-crash rescue launched.

Gender-differentiated training, awareness workshops, or advocacy programs on safe road use and post-crash management will be organized for road users, first responders, rescue workers, and investigators. During the course, the project will proactively identify NRSC capacity-building activities of other development partners to find complementarities and avoid duplication. Tailored training will be designed for specific targets, i.e. post-crash management training for drivers. A total of 100 first-aid kits will be distributed to 100 high-risk public buses.

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Output 3.3: Inter-agency collaboration with national and international agencies, including UN, on road safety enhanced with an attention to addressing GESI issues.

The project will help NRSC develop the Standard of Procedures (SOPs) and coordination mechanism to better institutionalize partnerships with key stakeholders. Regular coordination meetings will be conducted to make sure that all stakeholders are informed of ongoing initiatives and seek for complementarities and synergies.

Output 3.4: GESI-responsive awareness about non-motorized transport safety improved.

Awareness program and training on non-motorized transport will be prepared for provincial government officials and the general public, particularly women and people with disabilities.

Project interventions are planned for both immediate term (0-1 year) and short to medium-term (2-3 years). The immediate term focus will be on strengthening coordination among different institutions and partners for collaborative actions targeted to road safety; while in the short term, the focus will be on prioritizing building system capacities for improved and effective road safety management.

Activities to be implemented in the immediate term (0-1 year) will include:

- Awareness and outreach for road safety in coordination with the government and other partners.
- Identification of priority actions from NRSAP for collective implementation by the partners
- Regular meetings between government, UN agencies, development banks, NGOs, academic and research institutions and other stakeholders convened by NRSC.
- Review of national capacity for road safety management to identify gaps and provide recommendations for improvement.

Activities to be implemented in the short to medium-term (2-3 year) will include:

- Enhance capacities of NRSC to function as a national road safety lead agency.
- Revision of manuals, guidelines and standards on road safety, vehicle safety, driver license testing and public transport in harmony with relevant UN conventions.
- Establish mechanism for long term partnership with government agencies, UN agencies, development partners/banks, NGOs, academic and research institutions, and other stakeholders for taking joint actions and knowledge sharing.
- Establish Thematic Advisory Group (TAG) consisting of national and international experts to finalize technical standards; and advise on policy reform and resource mobilization.
- Carry out feasibility study to set up Center of Excellence to support research on road safety, monitoring of road safety data, consolidate best practices, and provide technical support to the partners.
- Engage sub-national governments (provincial and local governments) in road safety management through training and awareness, implementation of road safety standards and guidelines, crash management and maintaining road safety data
- Develop guidelines on post-crash response/first responder training; and delivery of first-aid kits.

To ensure sustainability of project results, due emphasis will be given to monitor the progress during implementation as well as track the success of the project in terms of system capacity building for road safety management, to be measured against the outcome indicators (See Annex 1: Result Resource Framework for details about Indicators, targets and baselines).

Resources required to Achieve the Expected Results

Key inputs required to deliver the intended results are as follows:

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Financial resources: USD 346,500 for workshops, capacity building training, policy research, interaction, material distribution, awareness program, and communication

People for project delivery: Deputy Resident Representative and Advisor for strategic guidance, GESI analyst for Gender and inclusion consideration, Portfolio Manager and M&E Analyst for quality monitoring, Project Manager for overall project implementation, and Project Officer (Road Safety Engineer) for technical support and administration.

Partnership: government counterpart from the Ministry of Physical Infrastructure and Transport (MoPIT) and National Road Safety Council (NRSC) for coordination mechanism development; UNESCAP for policy and institutional guidance; development partners for collaboration and resource mobilization; and road safety actors including policemen, hospital workers, rescuer, etc. for road safety practice implementation.

Purchases: first-aid kits to be distributed at public buses for post-crash management.

Partnerships

This project will work closely with the three tiers of government (federal, provincial and local) for developing harmonized policies, strategies, plans, and standards related to effective road safety management and their enforcement. Considering road safety, a multi-dimensional issue, the project plans to work with the experts and professionals from various disciplines and engage with wider stakeholders such as civil society organizations, volunteer organizations, women groups, disabled people's organizations, UN agencies, academic and research institutions, security forces, development partners, banks and financing institutions, private sector, rotary clubs, humanitarian organizations and others, which are listed below.

UNDP will work with relevant development partners to identify complementariness and maximize synergy on road safety management. The World Bank Group and the Asian Development Bank have been assisting GoN in building safe infrastructure and capacity to help achieve national road safety goals. They have assisted for development of a five-year business strategy for NRSC between 2021 and 2026. The project will build on knowledge and lessons gained from WB's and ADB's experience to further build capacity of NRSC and seek to complement their existing initiatives with regard to capacity development.

Partners	**Roles**
Ministry of Physical Infrastructure and Transport	Lead government agency for policy and institutional and budgetary support required to implement the project
National Road Safety Council	Lead national agency on road safety to coordinate with partners and provide guidance on planning and implementation of project activities by different partners as per NRSAP
Ministry of Health and Population	Lead government agency for policy and guidelines formulation related to post-crash emergency management and mobilize hospitals medical teams for saving lives and treating injured people from road crashes
Ministry of Home Affairs/NDRRMA	Lead government agency to support road crash data management into Bipad portal, mobilization of security personnel for enforcement of road safety regulations and for rescue services during post-crash emergencies
UNDP	Lead Implementing partner of the project and will co-finance project activities
UNESCAP	CO-Implementing partner of the project responsible for knowledge management and sharing best practice

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Nepal Police and Nepal Armed Force	Enforcement of road safety rules and regulations and provide rescue services during post-crash emergencies
Ministry of Finance	Provision for budgetary support to implement NRSAP
Civil Society Organizations	Volunteering support to increase public awareness on road safety management
Women Groups/Organizations	Public awareness about road safety issues specific to women at different levels
Disabled People's Organization	Public awareness and training to People living with disabilities for safe commuting and driving
Institute of Engineering, Tribhuvan University	Take lead on establishment of Center of Excellence (COE) and collaborate with other academic institutions for road safety research, innovation and technical support
Road Safety Society Nepal	Awareness campaign on road safety management
Rotary Club	Delivery of tools and equipment to security forces procured through Rotary Club network
Universities and Research Institutions	Research on road safety management issues
UN Agencies (WHO, UNICEF, UN Women)	The synergy between UN Agencies on road safety management and joint efforts to launch road safety campaigns
Provincial governments	Support for provincial level legislation and enforcement
Local governments	Support for local level legislation and enforcement
World Bank and Asian Development Bank	Complementarity with WB and ADB supported road safety programs and activities
Banks and Financing Institutions	Opportunities to mobilize resources for road safety management
International agencies	Sharing knowledge and best practices for road safety management
Road Safety Society Nepal	organizing road safety campaigns and awareness program in close collaboration with Nepal Police, government institutions, and women and youth organizations
Vehicle Associations and rideshare groups	Safa Tempo Association, Micro-bus and Long-route Bus Association and Taxis Association to support enhance the reach of road safety awareness campaigns and implementation of COVID-19 safety guidelines and protocols by transport staff and passengers. Engaging rideshare groups including pathao or in-drive for advocacy as possible
Private Sector	Development of integrated road safety information system, promotion of non-motorized transportation and public transport.

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Risks and Assumptions

#	Event	Cause	Impact(s)	Risk Category and Sub-category	Impact, Likelihood & Risk Level	Risk Valid From/To	Risk Owner	Risk Treatment and Treatment Owner
1	Some concerned government agencies and departments do not prioritize the issue of road safety.	Competing priorities for other government agencies (beyond NRSC)	Possible delay in finalizing and endorsing the revision of road safety regulations, guidelines, and standards.	**3. OPERATIONAL (3.5. Partners' engagement) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Aug-23 To: 31-May-24	Project manager,	Risk Treatment 1.1: Engage all relevant govt ministries during the workshops, capacity-building training, and sensitization events to ensure adequate buy-in for proposed activities. Risk Treatment Owner: Project manager
2	Insufficient coordination between UNDP and NRSC	UNDP is the Implementing Partner while NRSC will play a crucial role in the facilitation of project activities	Possible delays in implementation	**4. ORGANIZATIONAL (4.3. Implementation arrangements) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **2 - Low likelihood** Impact: **3 - Intermediate** Risk level: **LOW (equates to a risk appetite of CAUTIOUS)**	From: 01-Aug-23 To: 31-May-24	Project manager	Risk treatment 2.1: Project staff will work in close coordination with NRSC and regular joint meetings will be organized to track implementation Risk treatment owner: Project manager
3	MoPIT/NRSC are unable to deliver all their obligations under the project	Due to limited capacities,	Leading to delays in project implementation and potentially lower quality outputs	**4. ORGANIZATIONAL (4.2. Execution capacity) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **2 - Low likelihood** Impact: **4 - Extensive** Risk level:	From: 01-Aug-23 To: 31-May-24	Project manager	Risk treatment 3.1: A capacity assessment is planned under the project, and measures will be put in place to address the identified capacity gaps

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					MODERATE (equates to a risk appetite of EXPLORATORY)			Risk treatment owner: Project manager
4	Road users (including vulnerable groups) and other agencies concerned may not have the capacity to have their voices heard in the development of the proposed regulatory framework	Due to limited capacities and access to the decision-making process	Leading to regulations which do not address the needs of all concerned	**1. SOCIAL AND ENVIRONMENTAL (1.12. Stakeholder engagement) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **2 - Low likelihood** Impact: **3 - Intermediate** Risk level: **LOW (equates to a risk appetite of CAUTIOUS)**	From: 01-Aug-23 To: 31-May-24	Project manager	Risk treatment 4.1: The project will ensure that all concerned groups are duly consulted at critical stages in the development of the regulatory framework, and that they have access to the required information and support to effectively participate in the formulation process. Risk treatment owner: Project manager

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Stakeholder Engagement

The main beneficiary of the project is the NRSC under MoPIT. The project will build the capacities of NRSC to function effectively as the national lead agency on road safety in Nepal. The project will support to enhance its capacities through optimization of mandates, structure, and functions; support for coordination and partnership; research and knowledge and feasibility for establishment of COE, and digitization of road safety data. With capacity-building support, NRSC is supposed to work more efficiently and effectively with partners for safer road transport.

MoPIT will benefit from developing national guidelines and standards on road safety as per UN conventions, MoHP will benefit from improved crash management, and Nepal Police will benefit from support in enforcing regulations and crash management.

Development partners will benefit from the increased capacity of NRSC to coordinate interventions in support of road safety.

Institute of Engineering of Nepal will benefit from project support to do feasibility to establish COE and build capacities for conducting road safety research based on the actual needs, design of technical solutions, and provide policy advice to NRSC on road safety issues.

The post-crash first responders will be trained in the necessary skills and knowledge and will be provided with first aid kits and other equipment for crash management.

Transport and Drivers Associations will benefit from training and orientation about road safety.

All road users of Nepal who use public and private vehicles for commuting will benefit from implementing the Road safety action plan and awareness campaigns organized by the project on road safety management.

South-South and Triangular Cooperation (SSC/TrC)

For successful project implementation, UNDP will closely work with UNESCAP, Regional Commission of UN for Asia-Pacific region based in Bangkok, which supports member countries towards improving road safety. In May 2022, UNESCAP adopted the Resolution 78/3 on Implementation of the Ministerial Declaration on Sustainable Transport Development in Asia and the Pacific (2022-2026), containing “improving road safety” as one of thematic areas. UNESCAP will bring regional and international road safety best practices and facilitate sharing of experiences among the member countries.

The project will engage regional and overseas institutions for knowledge sharing, i.e. Asia Pacific Road Safety Observatory and the international Road Assessment Programme (iRAP). This will build foundation in making a TOR for establishing the Center of Excellence. Potential organizations for knowledge exchange on road safety research are as follows:

Organization	Country	Website
Chulalongkorn University (Chula)	Thailand	www.eng.chula.ac.th
Korea Transport Institute (KOTI)	South Korea	koti.re.kr
Malaysian Institute of Road Safety Research (MIROS)	Malaysia	www.miros.gov.my
Research Institute of Highway (RIOH)	China	www.rioh.cn

Digital Solutions

Though it is not explicitly proposed, the project is interested in contributing to strengthened road-related data management online. The project will review the data management practice of the NRSC during the gaps and capacity analysis and devise its support strategy. If the budget does not allow to initiate such a strategy, it will identify partners who are involved to extend project support and contribution.

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To reach out to general road users, the project will proactively make use of UNDP social media to regularly disseminate road safety messages and guidelines and track the viewers.

Knowledge

The following list of knowledge materials will be developed and disseminated.

- NARC capacity needs assessment
- Three updated regulations on road safety (at least one will be dedicated to GESI)
- Three updated guidelines and standards for road safety (at least one will be dedicated to GESI)
- Document on international best practices in road safety management
- Ten articles, publication, reports, or manuals on road safety

Sustainability and Scaling Up

The project will support building national capacity for road safety management at all levels: individual, institutional and system, for implementation of the NRSAP, aiming to contribute to 20% reduction in casualties and injuries from road traffic accidents by 2025 in a bid to fulfil the national target of reducing 50% by 2030. Project interventions are designed for three-year period to ensure sustainability of project results in the long run.

During implementation, due attention will be given to strengthen communication and outreach, inter-agency collaboration and partnership with stakeholders working on road safety management in Nepal. To nurture a culture of learning from best practices and identifying tailored solutions, the project will support for a scoping mission to establish a Center of Excellence on road safety in Nepal, which, which will support to conduct research on road safety issues and facilitate knowledge exchange between Nepali institutions and other institutions in the region including the Asia Pacific Road Safety Observatory[9] and the International Road Assessment Programme (iRAP[10]).

The project implementation will build on the existing institutional set up for road safety management in Nepal instead of creating new institutions with focus on strengthening capacity for collaborative and harmonized actions among various institutions and information management. Strong focus on collaboration with agencies will help avoid duplications and maximize synergy among the partners.

To ensure sustainability of results, the project will ensure that:

- project activities are carried out through appropriate government agencies and partners involved in road safety at all levels, led by NRSC.
- national system for road safety is built on national policies and regulations.
- strong collaboration among the agencies in implementation of activities and a culture of monitoring and reporting
- Project will facilitate the partnership building and resource mobilization, including to the extent possible through the national budget, in coordination with NRSC for project scaling up.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness:

Budget planning will be informed by UNDP´s guidelines as outlined in the Programme and Operations Policies and Procedures (POPP) and implemented through UNDP´s financial and planning tool, ATLAS. In all its financial investments, UNDP applies value for money principles and aligns with international best practice on procurement, human resources management and risk assessment.

The project will promote local purchasing to promote local private contractors and the local economy. This said, should the context or situation require, UNDP has solid established capacity in the region and can help the procurement and

[9] https://www.aprso.org/
[10] https://irap.org/about-us/where-we-work/

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delivery of the materials and goods according to the technical specifications defined by the relevant authorities, at the best possible value for money. All processes will adhere to UNDP rules and regulation to ensure transparency and accountability at each step of the process.

Project Management

The project is based in Kathmandu. Its coverage is nation-wide, addressing institutional capacity development, policy and regulation research, and awareness orientation. Recognizing the importance of NRSC capacity-building, the Project Manager and Project Officer (or Road Safety Engineer) will be based at the National Road Safety Council with frequent visits to UNDP in Kathmandu.

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V. RESULTS FRAMEWORK[11]

Intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework:
UNSDCF Outcome 4 / CPD Outcome 2: By 2027, more people, especially women, youth, and the most marginalized and poor increasingly participate in and benefit from coordinated, inclusive, accessible, participatory, transparent, and gender-responsive governance, access to justice and human rights at federal, provincial, and local levels.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
CPD Outcome 2: No one left behind centering on equitable access to opportunities and a rights-based approach to human agency and human development.
CPD 2.1.2. Intergovernmental coordination mechanisms are effectively functional (IRRF-2.1.3)

Applicable Output(s) from the UNDP Strategic Plan: Strategic Plan Output 2.3: Responsive governance systems and local governance strengthened for socio-economic opportunity, inclusive basic service delivery, community security, and peacebuilding.

Project title and Quantum Project Number: to be confirmed

EXPECTED OUTPUTS	OUTPUT INDICATORS[12]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	2023	2024	2025	
Output 1.1: National capacity gaps on road safety management reviewed and measures recommended for improvement	Indicator 1.1.1: No of national stakeholder workshop organized to endorse the review findings *(30% participants to be female or/and having dedicated session on GESI-responsive agenda)*	Progress report, project	0	2022		1		Report, workshop completion report, produced documents
	Indicator 1.1.2: Prioritization of activities from NRSAP for immediate implementation *(GESI-dedicated action(s) proposed in the action plan)*	Progress report, project	0	2022		1		Report, workshop completion report, produced documents
Output 1.2: Structure and functions of NRSC optimized	Indicator 1.2.1: No of O&M survey (organization and management) for NRSC conducted *(GESI analysis included)*	Survey	0	2022		1		Report, workshop completion report, produced documents
	Indicator 1.2.2: No of partners to work with NRSC identified and partnership formalized	Progress report, project	0	2022			1	MOU, progress report
Output 1.3: Institutional capacity of NRSC and other agencies built to	Indicator 1.3.1: No of officials from government and other agencies *(30% women, 15% from minority groups and/or one session dedicated to GESI)* trained	Progress report, project	0	2022			200	Report, workshop completion report, produced documents

[11] UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

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

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EXPECTED OUTPUTS	OUTPUT INDICATORS[12]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	2023	2024	2025	
implement NRSAP (2021-2030)	Indicator 1.3.2: No of report on road safety management and progress of NRSAP implementation produced *(GESI analysis included)*	Progress report, project, NRSC	0	2022		1	1	Report, workshop completion report, produced documents
Output 2.1: Related road safety regulations updated in harmony with UN conventions	Indicator 2.1.1: No of regulations on road safety, updated *(All regulations shall have the GESI component. At least one dedicated to GESI-related agenda)*	Regulations, MoPIT, NRSC	0	2022		3		Report, workshop completion report, produced documents
	Indicator 2.1.2: No of guidelines and standards for road safety finalized *(All regulations shall have the GESI component. At least one dedicated to GESI-related agenda)*	Documents, MoPIT, NRSC	0	2022		3		Report, workshop completion report, produced documents
Output 2.2: International best practices on road safety relevant to Nepal consolidated	Indicator 2.2.1: No of report on international best practices produced *(GESI responsive best practice included)*	Reports, MoPIT, NRSC, UNESCAP	0	2022			2	Report, workshop completion report, produced documents
	No of workshop to share international best practices relevant to Nepal *(30% participants to be female or/and one session dedicated to GESI-related topics)*	Progress report, project	0	2022			2	Report, workshop completion report, produced documents
Output 2.3: Institutional mechanism for technical advisory and research on road safety agreed	Indicator 2.3.1: ToR for Thematic Advisory Group (TAG) agreed, and members of TAG identified *(fair representation of marginalized or vulnerable groups represented)*	Progress report, project	0	2022		1		Report, workshop completion report, produced documents
	Indicator 2.3.2: Feasibility study to set up Center of Excellence on road safety research and monitoring by Institute of Engineering	Progress report, project	0	2022		1		Report, workshop completion report, produced documents
Output 3.1: Communication partnership and outreach strategy for NRSC on road safety finalized	Indicator 3.1.1: No of communication and outreach strategy for NRSC on road safety finalized *(GESI-friendly formatted materials and/or GESI-related topics covered)*	Progress report, project	0	2022			1	Report, workshop completion report, produced documents
	Indicator 3.1.2: No of research articles, publication, reports, or manuals *(GESI-related topics covered)*	Progress report, project	0	2022			10	Report, workshop completion report, produced documents

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EXPECTED OUTPUTS	OUTPUT INDICATORS[12]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	2023	2024	2025	
Output 3.2: Awareness program for safer public transport to reduce fatalities and support post-crash rescue launched	Indicator 3.2.1: No of road users receiving road safety education and training *(30% female,15% minority groups and/or GESI-dedicated session)*	Progress report, project	0	2022			500	Report, workshop completion report, produced documents
	Indicator 3.2.2: No of first responders, rescue workers and investigators receiving training on road safety and crash management *(30% female, 15% minority groups and/or GESI-dedicated session)*	Progress report, project	0	2022			500	Report, workshop completion report, produced documents
	Indicator 2.3.3: First aid kits distributed by NRSC to high-risk public buses	Progress report, project, Public bus association	0	2022		100		Report, workshop completion report, produced documents
Output 3.3: Inter-agency collaboration with national and international agencies, including UN on road safety enhanced	Indicator 3.3.1: No of Standard Operating Procedures for interagency collaboration developed *(GESI-responsive procedure to be included)*	Reports, MoPIT, NRSC, UNESCAP	0	2022		3		Report, workshop completion report, produced documents
	Indicator 3.3.2: No of formal meetings with stakeholders regularly organized and recorded (*fair representation of vulnerable or marginalized groups in meetings. GESI-related agenda to be included)*	Reports, MoPIT, NRSC, UNESCAP	0	2022		1	2	Report, workshop completion report, produced documents
Output 3.4. Non-motorized transport safety improved	Indicator 3.4.1: No of provinces benefitted from awareness and training on road safety *(GESI-related agenda to be included)*	Reports, MoPIT, NRSC, Provincial	0	2022			7	Report, workshop completion report, produced documents
	Indicator 3.4.2: Number of awareness campaigns to promote non-motorized transport *(with the participation of 30% female, 15% minority groups)* organized	Reports, MoPIT, NRSC, UNESCAP	0	2022			500	Report, workshop completion report, produced documents

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VI. MONITORING AND EVALUATION

Monitoring Activity	Purpose	Frequency	Expected Action	Data collection	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.	Narrative and financial reports	NA
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.	Monitoring visit, stakeholder interaction, evaluation	$4,374 - local travels for 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.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.	Workshop reports, training materials, feedback from training participants	$21,000 - Workshops $3,000 - Knowledge sharing $3,000 - Coordination meetings $10,000 - Knowledge materials $15,000 - Training
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.	Quality Assurance screening	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	Project board meeting minutes, monitoring, audit reports	
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	Annually, and at the end of the project (final report)	Annual report in UNRSF template needs to be submitted by 31 March for the	Narrative and financial reports	

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Monitoring Activity	Purpose	Frequency	Expected Action	Data collection	Cost (if any)
	level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.		previous year ending on 301 December.		
Financial reporting	The annual financial reports for the year ending on 31 December are expected by 30 April of the subsequent year. In addition, the certified final financial statements, along with the final financial report are due by 31 May following the year of financial closure of activities outlined in the approved Project Documents.	Yearly	Reports should be prepared and certified in accordance with the agency's accounting and reporting requirements and should be submitted to Multi-Purpose Trust Fund Office (MPTFO) through the MPTFO Gateway.	Progress report, audit report	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the project's performance and review the Multi-Year Work Plan to ensure realistic budgeting over the project's life. 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.	At least every six months	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Project board meeting minutes, PPTs	NA

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Particularly, the following list of information (not exhaustive) will be communicated prior to project board meetings:

- Last reporting period performance: what is completed and what is not
- Annual reporting in the UNRSF template
- Tracking of progress against the results framework
- Financial delivery
- GESI-related progress
- Photos
- List of publication and knowledge materials
- List of events for the following month
- Communication coverage such as SNS post, articles, and blogs
- Next reporting period plan with information on activity objective, event dates, gender-segregated targets, and stakeholders
- Risks and countermeasures

The project will undertake monitoring and evaluation activities in line with the requirement of UN Road Safety Fund as well as All UNDP rules and regulations as outlined in the POPP in the section on programme and project management, including submission of project progress reports (Quarterly Project Reports, Annual Project Reports, Combined Delivery Reports and End of Project reports) (See details in "UNDP policy on monitoring" in next paragraph). As per project evaluation standard, a project should be independently evaluated at least once in its life cycle. Hence, a terminal evaluation of the project will be included in the existing M&E Plan, as part of decentralized independent evaluation of project results, efficiency and effectiveness.

In line with the UNDP Financial Regulations and Rules for the Harmonized Approach to Cash Transfer (HACT) assurance activities, in particular Scheduled audit, which refer to systematic and independent examination of data, statements, records, operations and performance of an implementing partner and Special audits, which refer to audits performed following significant issues and concerns identified during the programme cycle, may be carried out if deemed relevant. For UNDP, a scheduled audit is an internal control audit procedure.

The project will submit annual financial and narrative reports to UNRSF by the end of January of the following year.

Evaluation Plan

The independent evaluation is planned to be conducted one year before completion to take stock of project results and lessons learned to inform the next project development.

Evaluation title	Final evaluation
Partners	UNESCAP
Related Strategic Plan Output	Strategic Plan Outcome 2: No one left behind centering on equitable access to opportunities and a rights-based approach to human agency and human development. Strategic Plan Output 2.3: Responsive governance systems and local governance strengthened for socio-economic opportunity, inclusive basic service delivery, community security, and peacebuilding.
UNSDCF/CPD outcome	UNSDCF Outcome 4/CPD Outcome 2: By 2027, more people, especially women, youth, and the most marginalized and poor, increasingly participate in and benefit from coordinated, inclusive, accessible, participatory, transparent, and gender-responsive governance, access to justice and human rights at federal, provincial, and local levels. CPD Output 2.1: Inclusive and participatory policies, processes, and systems strengthened for implementation of federalism at three levels of government.
Planned completion date	2025
Key evaluation stakeholder	MoPIT, NRSC

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Cost and source of funding	$15,000 (Allocated under Output 1.2)

Communication

The project is expected to be implemented over a 30-month period, and the communication plan will be incorporated into the Government's and UNDP´s wider advocacy strategies relating to road safety, sustainable transportation, including video production.

The Project will aim at producing several knowledge products for both global and regional outreach and local use. It includes: (a) videos to improve awareness on road safety of the public; (b) information leaflet to advocate revitalizing local and traditional coping mechanism; (c) publications on lessons learned and case study; (d) trainings and social campaigns on road safety. All products will ensure acknowledgement on donor contributions.

Specifically, UNDP in collaboration with partners will undertake the following communication activities:

- A detailed overarching communication strategy plan covering pre, during, and post project visibility needs.
- Organize launch and hand-over events to promote the project jointly with UNDP/government/related key partners with media's presence.
- Photographs of the beneficiaries and project sites as well as beneficiary stories will be collected for sharing through press releases, social media and other media formats.
- Up-to-date news, press releases and progress stories be featured on the websites of UNDP, UNESCAP, Government of Nepal in the required language formats.
- Posters, infographics, publications and a video produced to ensure high visibility of the contribution made by the UNRSF.
- Regular promotion on social media and through the various news outlets of UNDP Nepal and UNESCAP. Such channels will include the dedicated international social media accounts of UNDP Nepal.
- A media summary produced to collect the news articles on China's support.
- Social campaigns will be organized to raise the awareness of the public with visibility of UNRSF.
- Road safety training target kids and youth will be implemented in at least 1,000 schools.
- Regular meetings will be organized between governments, UN agencies, development banks, NGOs, technical institutions and other stakeholders for knowledge sharing and experience learning.

All relevant communication plans, reports, media summary, posters, publications will be submitted to UNRSF and can be used with attribution credits to UNDP.

VII. MULTI-YEAR WORK PLAN [13][14]

The project's total budget is $400,000. UN Road Safety Fund (UNRSF) is committed to financial assistance valued at $300,000, while UNDP proposed $100,000 co-financing for additional staff, contract service, and material support.

Out of $400,000, UNDP is responsible for the overall project implementation with a value of $346,500. UNESCAP will deliver the remaining $53,500 in supporting NRSC capacity assessment, road safety regulations review in harmony with UN conventions and GESI principles, and awareness program organization. The funding source for the UNDP implementation will be both UNRSF and UNDP, while the source for UNESCAP will be UNSRF only.

[13] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[14] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

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15% of the total UNDP budget ($51,790 out of $346,500) will be used to mainstream GESI. GESI-responsive capacity assessment, regulations and standards, and best practices will be reviewed. In meetings, workshops, training, campaign or visits, women, youth, and marginalized groups will be fairly represented. Training and workshops will have dedicated session on GESI. Publications will consider the use of GESI-sensitive words and be printed and distributed in a GESI-responsive manner.

Project Title:	**Road Safety Management in Nepal**
Project ID:	**01001286**
Award ID:	**1165204**
Duration of this plan:	**1 April 2023 to 1 October 2025**
UNSDCF Outcome 4: By 2027, more people, especially women, youth, and the most marginalized and poor increasingly participate in and benefit from coordinated, inclusive, accessible, participatory, transparent, and gender-responsive governance, access to justice and human rights at federal, provincial, and local levels.	
UNSDCF Outcome 4: By 2027, more people, especially women, youth, and the most marginalized and poor increasingly participate in and benefit from coordinated, inclusive, accessible, participatory, transparent, and gender-responsive governance, access to justice and human rights at federal, provincial, and local levels.	
CPD Output 2: No one left behind centering on equitable access to opportunities and a rights-based approach to human agency and human development.	
CPD 2.1.2. Intergovernmental coordination mechanisms are effectively functional (IRRF-2.1.3)	
Indicative Output(s) with gender marker:	**GEN2**

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EXPECTED OUTPUTS PLANNED ACTIVITIES	Donor	Code	Budget Description	Unit	Unit Cost	Total	Budget			
							2023	2024	2025	Total
Outcome 1: Institutional capacity for GESI-responsive road safety management in Nepal is enhanced Indicator: GESI-responsive time-bound action plan for joint actions for road safety management in place by NRSC; Baseline: No action plan (2022); Target:1 (2025)										
Output 1.1: National capacity gaps on GESI-responsive road safety management reviewed and measures recommended for improvement							**5,530**	**5,335**	**1,192**	**12,057**
Activity 1.1.1. Set up a capacity gap review team with experts						-				
Activity 1.1.2. Draft capacity gap review report with recommendations for improvements	UNDP	72100	Individual consultant ***(GESI-responsive capacity gap included)***	1	5,000	5,000	5,000			5,000
Activity 1.1.3. Finalize prioritized aciton plan for NRSC						-				
Activity 1.1.4. Organize national stakeholder workshop to confirm and review findings and endorsement of NRSC action plan	UNRSF	75700	Training & Workshop ***(30% participants to be female or/and proposing GESI-dedicated action(s) in the action plan)***	1	3,500	3,500		3,500		3,500
Project Manager	UNRSF	71500	NUNV Specialist	1	1,329	1,647	264	791	593	1,647
Project officer (or Road Safety Engineer)	UNRSF	71500	NUNV Officer	1	1,168	1,448	232	695	521	1,448
General Management Service (7%)	UNRSF	75100	GMS (7%)			462	35	349	78	462
Output 1.2: Structure and functions of NRSC optimized							**7,819**	**6,381**	**17,442**	**31,642**
Activity 1.2.1. Conduct O&M survey for NRSC	UNRSF	75700	NRSC O&M survey	1	5,000	5,000	4,000	1,000		5,000
	UNRSF		Travel	1	1,458	1,458	729	729		1,458
Activity 1.2.2. Produce report on optimized structure and functions of NRSC based on the survey	UNRSF	75700	Printing of various visibility materials ***(GESI-friendly formatted matetrials and/or GESI-related topics covered)***	1	4,000	4,000	2,000	2,000		4,000
Activity 1.2.3. Sign MOUs with a number of partners for coordination and collaborative work	UNRSF	75700	Knowledge sharing ***(30% female participation or/and consideration of having MOU with women org)***	1	500	500		500		500
Independent evaluation	UNRSF	72100	Independent evaluation	1	15,000	15,000			15,000	15,000
Project Manager	UNRSF	71500	NUNV Specialist	1	1,329	1,923	308	923	692	1,923
Project officer (or Road Safety Engineer)	UNRSF	71500	NUNV Officer	1	1,168	1,691	270	811	609	1,691
General Management Service (7%)	UNRSF	75100	GMS (7%)			2,070	512	417	1,141	2,070

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Output 1.3: Institutional capacity of NRSC and other relevant agencies enhanced to implement NRSAP 2021 – 2030 in a GESI-responsive manner							**6,054**	**12,009**	**13,198**	**31,260**
Activity 1.3.1. Organize institutional capacity building training for officials of NRSC and relevant agencies	UNRSF		Training for NRSAP standard/guidelines ***(one session dedicated to GESI)***	1	15,000	15,000	3,750	7,500	3,750	15,000
	UNRSF	75700	Awareness ***(Awareness on GESI-differentiated impact on road accidents included)***	1	1,000	1,000	250	500	250	1,000
Activity 1.3.2. Prepare reports for each training	UNRSF	75700	Coordination meetings ***(GESI-related topics to be covered)***	2	500	1,000	250	500	250	1,000
Activity 1.3.3. Produce annual progress report on road safety managemnet and NRSAP implementation	UNRSF	75700	Knowledge sharing **(30% *female participation or/and GESI-related lessons shared)***	1	500	500	500			500
	UNRSF		Documentation of NRSC best practices ***(GESI-related best practices to be included)***	1	6,042	6,042			6,042	6,042
Project Manager	UNRSF	71500	NUNV Specialist	2	1,329	3,019	483	1,449	1,087	3,019
Project officer (or Road Safety Engineer)	UNRSF	71500	NUNV Officer	2	1,168	2,654	425	1,274	955	2,654
General Management Service (7%)	UNRSF	75100	GMS (7%)			2,045	396	786	863	2,045
Outcome 2: Conducive GESI-responsive legal and policy environment for road safety across the country is strengthened Indicator: No. of updated road safety regulations and guidelines in place. All reviewed and updated regulations and guideline will address GESI-responsive concerns and needs; Baseline: 0 (2022); Target: 3 (1 in road safety infrastructure which is disability-friendly; 1 in vehicle safety and 1 in behavioral change in consideration of gender-differentiated needs) (2025)										
Output 2.1: Relevant road safety regulations updated in harmony with UN conventions and addressing the needs of women and marginalized groups							**9,976**	**24,759**	**2,920**	**37,655**
Activity 2.1.1. Review existing road safety regulations, guidelines, standards, manuals, documents, code of conducts and agreements	UNRSF	72100	Regulations, guideline, standards ***(GESI-related analysis to be included)***	5	5,000	25,000	8,333	16,667		25,000
Activity 2.1.2. Draft revised existing regulations in harmony with UN conventions	UNRSF	71500								

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Activity 2.1.3. Organize national workshops to share revised regulations, guidelines, and standards on road safety	UNRSF	75700	Workshop ***(30% participants to be female or/and one session dedicated to GESI-related topics)***	1	3,500	3,500		3,500		3,500
Activity 2.1.4. Finalize regulations, guidelines, standads, and manuals for road safety design, vehicle safety testing and inspection, procedures for drivers' license, and post-crash managemnet	UNRSF	75700	Knowledge sharing **(30% *female participation or/and GESI-related policy and guideline)***	1	500	500			500	500
Project Manager	UNRSF	71500	NUNV Specialist	2	1,329	3,295	527	1,582	1,186	3,295
Project officer (or Road Safety Engineer)	UNRSF	71500	NUNV Officer	2	1,168	2,896	463	1,390	1,043	2,896
General Management Service (7%)	UNRSF	75100	GMS (7%)			2,463	653	1,620	191	2,463
Output 2.2: International best practices on GESI-responsive road safety relevant to Nepal reviewed and documented							**1,097**	**23,103**	**5,519**	**29,719**
Activity 2.2.1. Review international best practices	UNDP	72100	Contractual Service ***(GESI-responsive best practice included)***	1	5,000	5,000		3,333	1,667	5,000
	UNRSF	71600	Travel	1	1,458	1,458	365	728	365	1,458
	UNDP	71600	Int'l exposure visit of Government Official ***(Fair representation of female/marginalized groups)***	5	3,000	15,000		15,000		15,000
Activity 2.2.2. Organize a workshop to share international best practices	UNRSF	75700	Workshop ***(30% participants to be female or/and one session dedicated to GESI-related topics)***	1	3,500	3,500		1,750	1,750	3,500
Activity 2.2.3. Finalize reports on international best practices for road safety management	UNRSF	71500								
Project Manager	UNRSF	71500	NUNV Specialist	2	1,329	2,196	351	1,054	790	2,196
Project officer (or Road Safety Engineer)	UNRSF	71500	NUNV Officer	2	1,168	1,930	309	926	695	1,930
General Management Service (7%)	UNRSF	75100	GMS (7%)			636	72	312	252	636

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Output 2.3: Institutional mechanism for technical advisory and research on road safety with fair representation of marginalized groups agreed							**1,613**	**14,320**	**6,456**	**22,388**
Activity 2.3.1. Detail out scope of work for the Thematic Advisory Group (TAG)	UNRSF	75700	Coordination meetings ***(GESI-related topics to be covered)***	2	500	1,000		1,000		1,000
Activity 2.3.2. Set up the TAG and organize TAG meetings	UNRSF	71500								
Activity 2.3.3. Conduct a feasibility study to set up the Center of Excellence on road safety	UNDP	72100	Contractual Service ***(GESI-related analysis and recommendation included)***	1	5,000	5,000		5,000		5,000
	UNRSF	75700	Knowledge sharing **(30% *female participation or/and GESI-related policy and guideline)***	1	500	500		500		500
Activity 2.3.4. Organize a workshop to validate the study result	UNRSF	75700	Workshop ***(30% participants to be female or/and one session dedicated to GESI-related topics)***	1	3,500	3,500		1,750	1,750	3,500
Activity 2.3.5. Sign an agreement with IoE for CoE establishment	UNRSF	75700	Printing of various visibility materials ***(GESI-friendly formatted materials and/or GESI-related topics covered)***	1	3,000	3,000	187	1,500	1,313	3,000
Project Manager	UNRSF	71500	NUNV Specialist	3	1,329	4,391	703	2,108	1,581	4,391
Project officer (or Road Safety Engineer)	UNRSF	71500	NUNV Officer	3	1,168	3,860	618	1,853	1,390	3,860
General Management Service (7%)	UNRSF	75100	GMS (7%)			1,138	106	610	422	1,138
Outcome 3: Public awareness and knowledge about GESI-responsive road safety management increased Indicator: Number of road safety related training, research and outreach activities implemented. Training materials and publications will use GESI-friendly words and printed in a GESI-inclusive manner. At least 30% of participants will be from vulnerable groups, or awareness and training has a dedicated session or emphasis on GESI; Baseline 0 (2022); Target 15 (2025)										
Output 3.1: GESI-responsive Communication, Partnership, and Outreach Strategy for NRSC on road safety finalized							**8,539**	**9,260**	**6,678**	**24,478**
Activity 3.1.1. Develop a communication and outreach strategy for road safety management in Nepal										
Activity 3.1.2. Produce knowledge materials	UNRSF	75700	Printing of visibility materials ***(GESI-friendly formatted***	1	3,000	3,000		1,714	1,286	3,000

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			materials and/or GESI-related topics covered)							
Activity 3.1.3. Participate in knowledge exchange activities and share Nepal's experience with other countries	UNRSF	75700	Knowledge sharing **(30% *female participation or/and GESI-related policy and guideline)***	1	500	500			500	500
Office Equipment	UNRSF	72200	Office Equipment	1	7,000	7,000	6,000	1,000		7,000
Project Manager	UNRSF	71500	NUNV Specialist	5	1,329	6,587	1,054	3,162	2,371	6,587
Project officer (or Road Safety Engineer)	UNRSF	71500	NUNV Officer	5	1,168	5,790	926	2,779	2,084	5,790
General Management Service (7%)	UNRSF	75100	GMS (7%)			1,601	559	606	437	1,601
Output 3.2: Awareness program on road safety to reduce fatalities and support post-crash rescue launched							**1,501**	**29,424**	**17,655**	**48,580**
Activity 3.2.1. Organize road safety education and training for road users	UNRSF		Awareness ***(Awareness tailored to different groups of road users)***	1	15,567	15,567		8,895	6,672	15,567
Activity 3.2.2. Organize training on road safety and crash management for first responders, rescue workers, and investigators	UNRSF	75700	Awareness ***(Awareness tailored to different groups of road users)***	1	15,566	15,566		8,895	6,672	15,567
Activity 3.2.3. Procure and distribute 100 first-aid kits	UNRSF	75700	Goods and material (first-aid kits)	100	25	2,500		2,500		2,500
Activity 3.2.4. Distribute first-aid kits to high-risk public buses	UNRSF		Awareness ***(Awareness tailored to different groups of road users)***	1	3,000	3,000		3,000		3,000
Project Manager	UNRSF	71500	NUNV Specialist	4	1,329	4,667	747	2,240	1,680	4,667
Project officer (or Road Safety Engineer)	UNRSF	71500	NUNV Officer	4	1,168	4,102	656	1,969	1,477	4,102
General Management Service (7%)	UNRSF	75100	GMS (7%)			3,178	98	1,925	1,155	3,178
Output 3.3: Inter-agency collaboration with national and international agencies, including UN, on road safety enhanced with an attention to addressing GESI issues							**530**	**7,185**	**6,252**	**13,967**
Activity 3.3.1 Standard Operating Procedures for interagency collaboration developed	UNRSF	75700	Knowledge sharing **(GESI-responsive SOP developed*)***	1	500	500		500		500
	UNRSF	71600	Travel	1	1,458	1,458		729	729	1,458

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Activity 3.3.2. Organize regular coordination meetings with stakeholders	UNRSF	75700	Workshop ***(30% participants to be female or/and one session dedicated to GESI-related topics)***	2	3,500	7,000		3,500	3,500	7,000
	UNRSF	75700	Coordination meetings ***(GESI-related topics to be covered)***	2	500	1,000		500	500	1,000
Project Manager	UNRSF	71500	NUNV Specialist	1	1,329	1,647	264	791	593	1,647
Project officer (or Road Safety Engineer)	UNRSF	71500	NUNV Officer	1	1,168	1,448	232	695	521	1,448
General Management Service (7%)	UNRSF	75100	GMS (7%)			914	35	470	409	914
Output 3.4: GESI-responsive awareness about non-motorized transport safety improved							**11,943**	**46,844**	**35,966**	**94,753**
Activity 3.4.1. Organize awareness program and training on road safety for provincial government officials covering all of each provinces	UNRSF	75700	Awareness ***(30% participants to be female or/and one session dedicated to GESI-related topics)***	1	3,000	3,000		1,714	1,286	3,000
	UNDP	72600	Grant ***(GESI-responsive program org)***	1	15,000	15,000		8,571	6,429	15,000
Activity 3.4.2. Organize awareness campaigns to promote non-motorized transport						-				
General operating cost and other direct cost and Project Implementation	UNRSF	74500	Quality assurance cost from country office: (UNRSF 51%, UNDP 49%) Advisor: 2% Operations Manager: 2% Finance Analyst: 3% HR Analyst: 3% Procurement Associate: 5% Portfolio Manager: 5% Portfolio Associate: 5% RBM Analyst: 2%	1	12,325	12,325	1,541	6,162	4,622	12,325
	UNDP	72600		1	11,842	11,842	1,480	5,921	4,441	11,842
	UNDP	74500	Staff and other personnel	1	33,158	33,158	4,145	16,579	12,434	33,158
	UNDP	74500	Material support and office equipment	1	10,000	10,000	3,333	3,334	3,333	10,000

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Project Manager	UNRSF	71500	NUNV Specialist	3	1,329	4,431	709	2,127	1,595	4,431
Project officer (or Road Safety Engineer)	UNRSF	71500	NUNV Officer	3	1,168	3,378	541	1,622	1,216	3,378
General Management Service (7%)	UNRSF	75100	GMS (7%)			1,619	195	814	610	1,619
Grand Total						**346,501**	**54,602**	**178,620**	**113,279**	**346,501**

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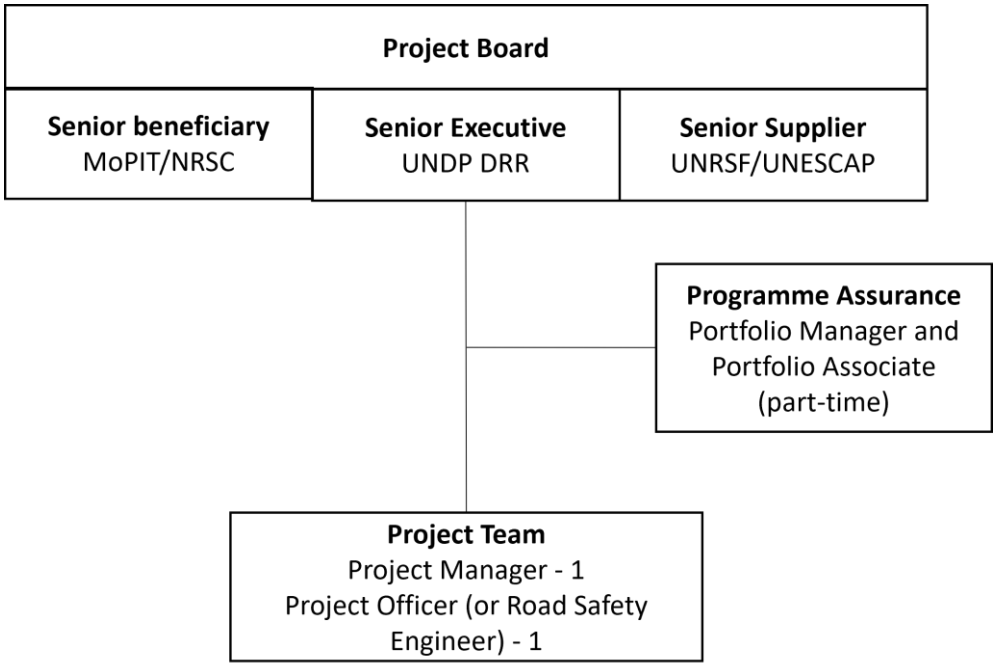
VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented by UNDP in collaboration with UNESCAP, in close coordination with MoPIT - the nodal government ministry mandated for development and enforcement of road safety laws, guidelines and standards - in collaboration with NRSC, the national lead agency designated for road safety management.

Under Direct Implementation (DIM) Modality, UNDP will use its standard procedures of project management and implementation and will provide oversight and quality assurance to project management and results.

The project will be guided by the Project Board, led by UNDP Deputy Resident Representative with representatives from MoPIT, NRSC, UNESCAP. The project board will review progress and take decisions about project implementation. The Joint Secretary of the MoPIT, who is NRSC Member, will represent NRSC in the project board and take charge of overall coordination with NRSC and other partners.

<Project implementation structure>



To support the Board in their function, a UNDP Portfolio Manager and Associate, who are independent from the project implementation team, will provide quality assurance support.

Among the government agencies**,** the MoPIT will provide overall guidance to project implementation while the NRSC under MoPIT will provide support in implementation as the main government counterpart.

The project will institute a multi-stakeholder partnership with UN Agencies, Governments, private sector, civil society organizations and others to avoid duplication and promote synergy. For instance, the Ministry of Health and Population can provide guidance on post-crash management guidelines and standards, and the Ministry of Home Affairs on crash data management. Voices and concerns from beneficiary groups such as organizations working for women or people with disability will be captured so that their tailored needs are taken into consideration during project implementation. They may be invited to Project Board meetings when necessary.

The project will be composed of one Project Manager and one Project Officer (or Road Safety Support Engineer), who will work closely with other advisors and specialists within UNDP and other partner institutions.

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Project Manager is a full-time staff with the National UNV Specialist contract with at least 5 years of experience, responsible for day-to-day management, administration, and supervision of project implementation. S/he will monitor work progress and ensure timely delivery of outputs in a cost-effective manner as per the Annual Work Plans. As Secretary of Project Board, s/he will be responsible for regular board organization as well as recording and distribution of meeting minutes to Board members. The proposed brief TOR is available at annex 2.

Project Officer (or Road Safety Support Engineer) will be a professional with at least 2 years of similar experience. S/he will be hired under the National UNV Youth contract. Under the supervision of Project Manager, s/he will coordinate with road safety management stakeholders including federal, provincial and local governments, local authorities, local polices, hospitals, or road users for implementing agreed road safety management activities. The Officer will provide analytical inputs for policy and plan reviews and assist in the preparation of regular progress reports – operational, financial and administrative. The proposed brief TOR is available at annex 3.

Programme assurance functions will be covered by a UNDP Portfolio Manager, with support from a Portfolio Associate (both part-time).

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Nepal and UNDP, signed on July 16, 1984. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

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

X. RISK MANAGEMENT

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

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism , that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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

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

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

33

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

a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
   i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

   (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA"). (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:

   (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

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(ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
(iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
(iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
(v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.

g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

j. 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, corruption other financial irregularities with due confidentiality.
Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and

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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.

k. 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 corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

   Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, 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.

l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.