United Nations Development Programme

Project Document Format

Country: Lebanon
Project Document Title: Public Policy Coordination and support to the Office of the President of the Council of Ministers
UNDAF Outcome(s): By 2014, good governance reforms, with specific focus on national dialogue and inclusive participation, and government effectiveness and accountability are institutionalized at different levels
Expected CP Outcome(s): Performance of public institutions enhanced; public administration modernized
Expected CPAP Output(s): Capacities of key public institutions strengthened to formulate, coordinate and implement economic reforms and aid management
Implementing partner: Presidency of the Council of Ministers
Responsible Parties: UNDP

This project document builds on the experiences of the previous projects and also takes into consideration the recommendations of the outcome evaluation study done in August 2011, especially to better focus the project outputs and activities on the one hand, and develop a transfer of skills gradual plan of the support and core functions staff in agreement with government. The projects Outcome is: Public Policy Coordination Provided to the OPCM.

The four outputs are:
Output 1.1: Advisory role on infrastructure projects provided.
Output 1.2: Capacity to provide advice on economic and social issues increased. Output 1.3: capacity for coordination and program implementation of the government’s economic and social agenda provided.
Output 1.4: The execution of the National ICT strategy Implementation Plan coordinated

<table>
<thead>
<tr>
<th>Programme Period: 2012-2014</th>
<th>Estimated annualized budget: 1,440,932</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project title: “Public Policy Coordination provided to the Office of the Presidency of the Council of Ministers”</td>
<td>Total resources required 4,322,796</td>
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<td>Atlas Award ID: 00063771</td>
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<td>Project ID: 00080676</td>
<td>Net for activities 4,116,949</td>
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<td>Start date: January 1, 2012</td>
<td>• GMS 205,847</td>
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<td>End Date: Dec. 31, 2014</td>
<td>• Other: Government 4,322,796</td>
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<td>PAC Meeting Date Dec. 14, 2011</td>
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</table>

Agreed by President of the Council of Ministers H.E. Prime Minister Mr. Nagib Mikati

Agreed by UNDP Resident Representative Mr. Robert Watkins
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>CDR</td>
<td>Council for Development and Reconstruction</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>OPCM</td>
<td>Office of the President of the Council of Ministers</td>
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<td>PCM</td>
<td>Presidency of the Council of Ministers</td>
</tr>
<tr>
<td>APR</td>
<td>Annual Project Report</td>
</tr>
<tr>
<td>GOL</td>
<td>Government of Lebanon</td>
</tr>
<tr>
<td>MOF</td>
<td>Ministry of Finance</td>
</tr>
<tr>
<td>MOET</td>
<td>Ministry of Economy and Trade</td>
</tr>
<tr>
<td>MOT</td>
<td>Ministry of Telecommunication</td>
</tr>
<tr>
<td>MoE&amp;W</td>
<td>Ministry of Energy and Water</td>
</tr>
<tr>
<td>MOEHE</td>
<td>Ministry of Education and Higher Education</td>
</tr>
<tr>
<td>MOPWT</td>
<td>Ministry of Public Works and Transportation</td>
</tr>
<tr>
<td>MOJ</td>
<td>Ministry of Justice</td>
</tr>
<tr>
<td>IDAL</td>
<td>Investment Development Authority of Lebanon</td>
</tr>
<tr>
<td>MOIM</td>
<td>Ministry of Interior and Municipalities</td>
</tr>
<tr>
<td>MOC</td>
<td>Ministry of Culture</td>
</tr>
<tr>
<td>QPR</td>
<td>Quarterly Project Review</td>
</tr>
<tr>
<td>TPR</td>
<td>Tripartite Review</td>
</tr>
<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
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</tbody>
</table>
I. SITUATION ANALYSIS

Lebanon's resources consist of its human capital, unique geography and privileged location – assets that bestow upon Lebanon its comparative advantages at the regional and global levels. For Lebanon to achieve high and sustained economic rates of growth, and create high value added jobs on a scale sufficient to consolidate civil harmony and dent emigration, it must redirect its economy towards sectors and activities based on knowledge and innovation anchored onto its vast pool of talent and expertise. To do so, Lebanon must increase its productivity in the niches where it holds a comparative advantage and can strengthen its competitive position and become an important pole capable of expanding the size of its market, and therefore of its economy, beyond the narrow confines of its national borders, in exporting its “knowledge-based” services – in addition to its traditional goods and services where its position is well established – rather than its human resources as in the past.

Under the right policies, Lebanon’s economy could run at a much higher gear. The government will support private initiative, the main driver of economic growth, in improving and strengthening the levers of public policy – through a comprehensive, mutually reinforcing set of legal, regulatory, institutional and fiscal reforms – to ease the structural impediments that over the past decades have constrained economic growth, suppressed employment creating potentials, added to the cost of doing business, and hindered the ability of the enterprise sector to compete in regional and global markets. The government package of reforms aims at:

(i) Restoring fiscal sustainability over the medium term mainly in addressing the issue of the public debt through an effective debt reduction strategy and improved debt management.

(ii) Promoting policies and enacting legislation and regulations which improve the investment climate and support private-led growth.

(iii) Developing and rehabilitating the decaying infrastructure to allow Lebanese households and corporations adequate and affordable access to electricity, transportation, water supply and sanitation, and information technology and telecommunications. In addition, halting environmental degradation and creeping destruction of our natural sites (sea shores, mountain tops, river basins, gorges and valleys) and cultural heritage will be a target of government action.

(iv) Furthering the human development agenda in education, health and social protection to provide quality education – the very basis of a knowledge economy – and access for all segments of the population to affordable health care, and basic social services that may not be offered through private initiative. Society’s most vulnerable groups – the poor, elderly and disenfranchised – would be protected through targeted and fiscally sustainable safety nets.

(v) Promoting a growth inducing, job creating socio-economic development strategy across Lebanon’s regions beyond the traditional centers – mainly greater Beirut – where most economic activities, wealth creation and employment opportunities are concentrated.

(vi) Implementing a thorough institutional and administrative reform to upgrade the capability of the civil service and improve the governance of public sector institutions.

II. OVERVIEW OF THE UNDP PROJECT AT THE PRESIDENCY OF THE COUNCIL OF MINISTERS

The UNDP project at the Office of the President of the Council of Ministers (OPCM) was launched on July 1st, 2003 with the objective of enhancing economic decision-making capacity, and monitoring and follow-up to program implementation in the OPCM.
The project since its inception has been providing substantive policy and technical support to the OPCM and has contributed to enhancing inter-ministerial coordination on macroeconomic policy matters and to improving the planning and implementation of development programs.

The project was originally composed of two components. The first covered the monitoring of infrastructural project implementation and coordinating between executing agencies and the relevant ministries. The second covered the organization of the EU assistance program as well as the provision of economic advice and support.

In December 2008, when the project document for the period 2009/2011 was prepared, the Government was implementing the economic program presented on the occasion of the International Conference for Support to Lebanon in Paris (Paris 3). To conduct and monitor the implementation of the reform program presented during the conference, the government set up an institutional structure composed of a program coordination office and three inter-ministerial committees (social, Economic, and Infrastructure and privatization). The Government Reform Program Coordination Office (GRPCO), chaired by the President of the Council of Ministers and based at the OPCM, acted as a catalyst in orchestrating the reform implementation and as a “macro-manager” driving institutions to be fully accountable for managing reforms in an effective and efficient manner.

The UNDP project at the OPCM was charged to assume the duties of the GRPCO. Therefore, the project continued to play a strategic role in coordinating government actions in areas related to the implementation of the government’s public investment program as well as its reform program and social and economic policies. The outputs set by the project document were as follows:

- Provide the OPCM with economic and social policy advice and implementation
- Implement and monitor the government’s reform agenda
- Coordinate the implementation of development and reconstruction projects.

This project document builds on the experiences of the previous projects and also takes into consideration the recommendations of the outcome evaluation study done in August 2011, especially to better focus the project outputs and activities on the one hand, and develop a transfer of skills gradual plan of the support and core functions staff in agreement with government.

III. STRATEGY

The proposed project design builds on its past successes and reflects current political and macro-economic priorities. The expertise and competence of the UNDP staff has proven to be crucial to the success of the project. The project needs to ensure the presence of a sustainable structure that can serve the functional needs of future Presidents of the Council of Ministers.

The project’s Outcome is: Public Policy Coordination Provided to the OPCM.

The four outputs are:

Output 1.1: Advisory role on infrastructure projects provided.

The Indicative activities are:

1.1.1 Support the MoE&W in the development of strategies for water, irrigation, and portable water and follow up on the implementation of these strategies.
1.1.2 Plan, develop, and monitor waste water treatment mechanisms and resolve issue of illegal dumps
1.1.3 Coordinates with the Ministry of Environment, the amendment of the law on reforestation, forests, fires management and maintenance of green covers, elaboration of a plan to promote natural reserves, the regulation of quarries, and monitor compliance and rehabilitate old sites.

1.1.4 In coordination with the Ministry of Culture, develop and implement a strategy to preserve heritage buildings and sites.

1.1.5 Assist the Ministry of Transport and Public Works in the submission and adoption of the land transport strategy and the development of regulatory and legislative framework for the transport sector.

1.1.6 Follow up on the execution of the plan submitted by the Ministry Energy and Water to increase generation capacity and improve efficiency of existing electricity plants, complete transmission network, and rationalize energy consumption.

1.1.7 Finalize the legal framework, the economic and fiscal framework, and the strategic environment assessment in preparation of the 1st offshore licensing round to award petroleum rights.

**Output 1.2: Capacity to provide advice on economic and social issues increased.**

The Indicative activities are:

1.2.1 Provide assistance to the Ministry of Finance to propose a fiscal reform plan to enhance efficiency and equity of the taxation system and develop a medium-term strategy for debt reduction.

1.2.2 Reduce overlap in the provision of social services between ministries through the coordination of the inter-ministerial committee.

1.2.3 Provide support to the National Poverty targeting Program to implement social plans in order to reduce extreme poverty.

1.2.4 Provide assistance to the Ministry of Labour to develop a retirement and social protection program to replace end of service indemnity system, modernize, automate and increase efficiency of NSSF, and ensure universal health coverage.

1.2.5 Draft a statistical law, and prepare a reform program for the statistical system with an implementation plan.

1.2.6 Prepare an action plan to implement the Regional Development Strategy prepared by the project in 2009.

1.2.7 Develop feasibility plan and draft legislation to establish economic zones in 4 Lebanese regions, especially implement the Tripoli Special Economic Zone (TSEZ).

1.2.8 Outline a municipal finance strategy to support development and project finance at the local level, and review role of the "Independent Municipal Fund".

1.2.9 Participate with OMSAR in the development of a medium to long-term plan to restructure and enhance effectiveness of public institutions.

1.2.10 As part of improving the business environment project, lead the standardization and simplification of administrative procedures for businesses, reduce administrative duties and fees, upgrade the business environment legal framework, and improve application and enforcement of rules.

1.2.11 Develop e-government electronic tools and services.

1.2.12 Develop studies on 12 identified sectors with high potential for economic growth.

**Output 1.3: Capacity for coordination and program implementation of the government’s economic and social agenda provided.**

The Indicative activities are:

1.3.1 Coordinate and implement technical assistance projects at the Presidency of the Council of Ministers mainly EU and World Bank.

1.3.2 Provide effective liaisons and coordination with multilateral and international agencies.
1.3.3 Design and implement a system for aid coordination
1.3.4 Design and populate the various websites of the PCM
1.3.5 Contribute to editing documents and background material for high profile conferences and events
1.3.6 Design, validate, and implement communication/information strategies and packages in order to advocate for the economic and social agenda of the Government
1.3.7 Coordinate with the Ministry of Tourism the development of a cultural religious tourism (CRT) master plan and ensure buy-in from stakeholders and monitor implementation.

Output 1.4: The execution of the National ICT Strategy Implementation Plan coordinated

The Indicative activities are:

1.4.1 Formulation and realization of priority projects through the concerned ministries.
1.4.2 Forging partnerships and mobilizing resources with donors, regional and national partners in the public sector, private sector, civil society and academia.
1.4.3 Organize conferences, workshops, events, and seminars like the National Conference on National Identification.
1.4.4 Developing promotional material for a national and regional media and social media campaign to facilitate outreach to the largest segment of the population in country and abroad.
1.4.5 Represent Lebanon in conferences and seminars for exchange of information best practices.
1.4.6 Update the ICT Watch website
1.4.7 Propose policies for digital inclusions, production of applications and content, convergence, and ICT governance
1.4.8 Capacity Building for lawyers and judges on new e-transactions law
1.4.9 Measuring the Digital Economy
1.4.10 Updating and disseminating internationally ICT indicators
1.4.11 Providing advice to the PCM and COM on ICT policy issues

The Project is divided into four units as follows:

1. Infrastructure Policy Implementation Unit
2. Economic and Social Policy Unit
3. Coordination and Program Implementation Unit
4. National ICT Strategy Implementation Unit
V. MANAGEMENT ARRANGEMENTS

The Office of the President of the Council of Ministers (OPCM) is designated as the National Executing Agency for this project. The Executing Agency will be responsible for managing the project and will provide overall support to enable it to achieve its intended outputs and results. The Executing Agency will thus be accountable to UNDP for all resources allocated by the latter, whether their source is UNDP or from government cost sharing. This accountability calls for concrete capacities in the administrative, technical and financial spheres.

The UNDP National Execution modality will prevail, with the support of the UNDP country office. In addition to regular technical backstopping and monitoring activities regularly provided, the UNDP Country Office shall provide the Executing Agency with support services for the execution of the programme. This will ensure that technical and substantive expertise is available to the Programme for coordination, recruitment, and procurement and contracting. (See Annex 1: Standard Letter of Agreement between UNDP and the Government for the Provision of Support Services).

Services shall be provided in accordance with UNDP procedures, rules and regulations. The Government, through its designated executing agency, shall retain overall responsibility for the execution of the project and shall be responsible for and bound by any contracts signed by the UNDP Resident Representative, on behalf of the Executing Agency and upon its request, for the procurement of goods and services and/or recruitment of personnel for the programme. Costs incurred by UNDP Country Office for providing the above described support services will be partly recovered from the Programme budget.

A Project Board will be established to provide technical support, share relevant information, and review progress. The Project Board will comprise: (i) Executive: a representative of UNDP providing in particular technical guidance to the project and secretariat services; (ii) Senior Supplier: the Prime Minister or a delegated senior representative of the OPCM; (iii) Senior Beneficiaries: The Secretary General or a delegated representative of the administration. Additional partners/stakeholders can be invited as Observers to share relevant information as and when required. The Project Board will meet at least twice a year and will review annual work plan and budget.

National Focal Point: The National Focal Point is usually the National Coordinator or a representative appointed by him/her.

The responsibilities of the NFP are as follows:

1). Review and approve detailed annual/quarterly work plans (for final approval by Project Board) and relevant budgets and where appropriate recommend changes to better meet the project objectives in the national context, in light of monitoring and other reports;

2). Approve RDP/SR that are not included in the annual/quarterly work plans;

3). Participate in Project Board meetings;

4). Review APR Report, and other progress and monitoring reports;

5). Provide recommendations for the next year’s project planning;

6). Facilitate adoption of necessary decisions and initiation of appropriate actions by the Government for the effective follow-up and implementation of the project activities;
Project Management: The Project Manager will work under the direct supervision of the National Focal Point and the UNDP Governance Portfolio Manager. The Project Manager will be responsible for day-to-day management and decision making for the project. S/he will also be responsible for planning, budgeting and managing project activities; facilitating support services from the UNDP country office; training and mentoring national staff; oversight, guidance and insuring technical quality of short-term consultants; to prepare and provide the mandatory reports on project progress and achievements, and financial management; and for early flagging of events and changes in the environment which can affect project implementation and delivery and for providing suggestions for problem solving.

In order to efficiently implement the project, the Project Manager will be supported by the following team members from different units:

**Infrastructure Policy Implementation Unit**
- Lead Infrastructure Policy Specialist
- Senior Architectural Specialist
- Senior Infrastructure Economic Specialist
- Research Assistant
- Admin Assistant x2
- Diver/Office Aid

**Economic and Social Policy Advice Unit**
- Economic Officers x2
- Legal Advisor
- Social Expert
- Admin and Finance Assistant
- Admin Assistant
- Office Aid

**Coordination and Program Implementation Unit**
- Senior Urban Planner
- Senior Financial Analyst
- Communication and Media Officer
- Software Programmer Analyst
- Assistant Communication Officer
- Admin Assistant

**National ICT Strategy Implementation Unit**
- ICT Strategy Specialist
- Project Officer
- Technical Analyst
- Admin Assistant

Organization: The project will be organized in four units: Infrastructure Policy Implementation unit, Economic and Social Policy Advice unit, Coordination and Program Implementation unit, and National ICT Strategy Implementation unit. Each unit will be led by a Leader, who will report to the Project Manager. The unit leader will plan, organize and supervise unit activities and manage the relationship with the stakeholders and counterparts.

The OPCM and UNDP will designate the Governance Programme Manager to provide objective and independent project oversight and monitoring functions, as well as facilitate relations with other UNDP programmes and cost-sharing donors.
Project Office: The project will be located at the central premises of the Office of the President of the Council of Ministers – The Grand Serail.

In accordance with the decisions and directives of UNDP’s Executive Board reflected in its policy on cost recovery, the contribution shall be subject to cost recovery by UNDP for two distinct cost categories related to the provision of support services, namely UNDP General Management Support (GMS) and UNDP Implementation Support Services (ISS).

GMS is recovered with a flat rate of 5 percent for contribution from government of Lebanon funds and 7 percent for contribution from other donors. GMS cover the following services:

- Project identification, formulation, and appraisal
- Determination of execution modality and local capacity assessment
- Briefing and de-briefing of project staff and consultants
- General oversight and monitoring, including participation in project reviews
- Receipt, allocation and reporting to the donor of financial resources
- Thematic and technical backstopping
- Systems, IT infrastructure, branding, knowledge transfer

UNDP direct costs incurred for Implementation Support Services (ISS), as long as they are unequivocally linked to the specific project, are built into the project budget against a relevant budget line and, in case of clearly identifiable transactional services, charged to the project according to standard services rates. ISS includes the following services:

- Payments, disbursements and other financial transactions
- Recruitment of staff, project personnel, and consultants
- Procurement of services and equipment, including disposal
- Organization of training activities, conferences, and workshops, including fellowships
- Travel authorization, visa requests, ticketing, and travel arrangements, and
- Shipment, custom clearance, vehicle registration, and accreditation
- Staff security service and access to ATLAS.

1 This would include any fee to IAPSO.
VI. **MONITORING FRAMEWORK AND EVALUATION**

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

**Within the annual cycle**

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

**Annually**

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
### Quality Management for Project Activity Results

<table>
<thead>
<tr>
<th>OUTPUT 1: Public Policy Coordination provided to the OPCM</th>
</tr>
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</table>
| **Activity Result 1**  | Infrastructure Rehabilitation | Start Date: January 1, 2012  
End Date: December 31, 2014 |
| **Purpose** | Playing an advisory role on the infrastructure rehabilitation |
| **Description** | Develop and implement infrastructure rehabilitation strategies (irrigation, portable water, waste water, solid waste management, protection of the environment, transport, energy, and natural heritage) with key line Ministries including Ministry of Energy and Water, Ministry of Environment, Ministry of Culture, and Ministry of Transport and Public Works. |
| **Quality Criteria** | **Quality Method** | **Date of Assessment** |
| National Strategies | Number of strategies developed and areas covered |
| Implementation of strategies | Progress reports  
Legal modifications/introductions |

| **Activity Result 2**  | Economic and Social Advice | Start Date: January 1, 2012  
End Date: December 31, 2014 |
| **Purpose** | More efficient economic and social policies |
| **Description** | Providing in-depth advice on the development of economic and social policies, in close coordination with line Ministries (MoF, MoL, OMSAR). Accordingly, develop studies, statistical analysis, and legal support for enhanced policy making. |
| **Quality Criteria** | **Quality Method** | **Date of Assessment** |
| Legal Framework | Number of laws drafted and passed |
| Assistance provided to line Ministries | Strategies developed (independent municipal fund, e-strategy, restructuring of public institutions, etc...)  
Background studies/material prepared  
Number of inter-ministerial meetings held, participants, agenda, and minutes. |

| **Activity Result 3**  | Economic and Social Coordination | Start Date: January 1, 2012  
End Date: December 31, 2014 |
<p>| <strong>Purpose</strong> | Ensure coordination between Ministries and the public administration, as well as the international community on key socio-economic issues. The activity also aims at introducing alternatives to the tourism sector and placing the country on the global cultural tourism map. |</p>
<table>
<thead>
<tr>
<th>Description</th>
<th>The project will play a liaison and coordination role with national and international stakeholders through an enhanced communication strategy using a variety of means (website, studies and background material, ...). The activity will also focus on developing further the tourism sector.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality Criteria</td>
<td>Quality Method</td>
</tr>
<tr>
<td>Coordination with stakeholders</td>
<td>Number of meetings, counterparts, agenda, and minutes of meetings</td>
</tr>
<tr>
<td>Implementation of CRT Master Plan</td>
<td>Progress on tourism sector activities</td>
</tr>
<tr>
<td>Enhanced Communication Strategy</td>
<td>Website maintenance and number of hints</td>
</tr>
<tr>
<td>Documents published and dissemination</td>
<td></td>
</tr>
</tbody>
</table>
| Activity Result 4 (Atlas Activity ID) | e-Strategy | Start Date: January 1, 2012  
End Date: December 31, 2014 |
| Purpose | Coordinating and implementing the national e-Strategy plan | |
| Description | Designing and implementing projects in the framework of the national e-Strategy plan, through partnerships with public institutions, and the private sector. Providing the necessary legal framework for the implementation of the plan. | |
| Quality Criteria | Quality Method | Date of Assessment |
| e-Strategy Projects implemented | Number of projects designed and implemented | |
| Progress reports on projects | | |
| Partnerships forged | Number of PPPs agreed upon | |
| Resources mobilized | | |
| Awareness created | Number of conferences and participants | |
| Promotional material published and dissemination | | |
| Participation in national, regional, and international conference to share experienced and showcase | | |
| Website updates and number of hints | | |
| Capacity building efforts (number of workshops with stakeholders, number of beneficiaries, pre/post surveys) | | |
If the country has signed the Standard Basic Assistance Agreement (SBAA), the following standard text must be quoted:

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP’s property in the implementing partner’s custody, rests with the implementing partner.

The implementing partner shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

b) assume all risks and liabilities related to the implementing partner’s security, and the full implementation of the security plan.

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 this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.”
## ANNEX 1: RISK ANALYSIS

Use the standard Risk Log template

Please refer to the Deliverable Description of the Risk Log for instructions

<table>
<thead>
<tr>
<th>Description</th>
<th>Type</th>
<th>Impact/Probability (1= low, 5= high)</th>
<th>Countermeasure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of responsiveness and coordination from stakeholders</td>
<td>Administrative</td>
<td>This may cause a delay in implementation of some activities (including the training sessions)</td>
<td>Lead a consultation process and ensure that activities are demand driven and respond to a necessity. Conduct regular informative sessions with stakeholders in order to create ownership and ensure buy-in.</td>
</tr>
<tr>
<td>Political instability and security situation in the country</td>
<td>Political/Security</td>
<td>Political or security changes can hinder continuity and consistence in the implementation of activities</td>
<td>Close coordination with UN DSS and government security outlets. Development of alternative/backup plans and independent project base.</td>
</tr>
<tr>
<td>Lack of funds mobilized</td>
<td>Financial</td>
<td>This would substantially delay the implementation of the activities as planned</td>
<td>Close follow-up with the donor community and meetings with stakeholders on various issues including the socio-economic framework.</td>
</tr>
</tbody>
</table>