



Project Document Format

United Nations Development Programme

Country: LEBANON

Substantive Revision to Project Document

Project Title: Technical Support to the Lebanese Parliament

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): 2 Accountability of State institutions and inclusive participation strengthened.

Expected CPAP Output(s): Transparency and accountability in public institutions and efficiency in administration of justice and parliamentary affairs improved

Implementing partner: Lebanese Parliament

Responsible Parties: United Nations Development Programme and Lebanese Parliament

Brief Description

The joint United Nations Development Programme in Lebanon and Lebanese Parliament Project started in 1999, in the framework of a Cooperation Agreement signed by UNDP and the Speaker of the House of Representatives. Since 2005, the project has also benefited from the support of UNDP's Global Programme for Parliamentary Strengthening

The current project was originally designed for the 2011-2013 period to support the efforts of the Parliament in achieving its developmental objectives, reinforcing its structures, processes and human resources in order to improve the effectiveness of its legislative, oversight and representative functions. The substantive revision, covers the 2012-2013 period, and introduce additional support areas which will contribute to addressing corruption at the sectoral level, as well as empowering women and youth to effectively participate within political parties and the Parliament.

<p>Programme Period: 2012-2013</p> <p>Project Title: "Technical Support to the Lebanese Parliament"</p> <p>Atlas Award ID: 00061026</p> <p>project ID: 00077103</p> <p>Start date: 2012</p> <p>End Date: December 2013</p> <p>PAC Meeting Date:</p>	<table> <tr> <td>Total resources required</td> <td>USD 674,520</td> </tr> <tr> <td>Total allocated resources:</td> <td>USD 674,520</td> </tr> <tr> <td>UNDP Trac</td> <td>USD 115,685</td> </tr> <tr> <td>UNDP PACDE</td> <td>USD 39,750</td> </tr> <tr> <td>UNDP BDP</td> <td>USD 320,000</td> </tr> <tr> <td>Parliament</td> <td>USD 195,000</td> </tr> <tr> <td>NGO</td> <td>USD 4085</td> </tr> <tr> <td>Net for activities:</td> <td>USD 654,271.64</td> </tr> <tr> <td>GMS Government at 5%:</td> <td>USD 9,285.73</td> </tr> <tr> <td>ISS Government at 2%:</td> <td>USD 3,641.46</td> </tr> <tr> <td>GMS NGO at 7%:</td> <td>USD 267</td> </tr> <tr> <td>ISS PACDE & BDP:</td> <td>USD 7,053.92</td> </tr> </table> <ul style="list-style-type: none"> OHCHR provided an in Kind contribution of USD 80,000 in addition to the above. 	Total resources required	USD 674,520	Total allocated resources:	USD 674,520	UNDP Trac	USD 115,685	UNDP PACDE	USD 39,750	UNDP BDP	USD 320,000	Parliament	USD 195,000	NGO	USD 4085	Net for activities:	USD 654,271.64	GMS Government at 5%:	USD 9,285.73	ISS Government at 2%:	USD 3,641.46	GMS NGO at 7%:	USD 267	ISS PACDE & BDP:	USD 7,053.92
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Agreed by Lebanese Parliament: **H.E. Mr. Nabih Berr**
President

Agreed by UNDP: **Mr. Robert Watkins**
UNDP Resident Representative

List of Abbreviations

LP	Lebanese Parliament
MP	Members of Parliament
HRPC	Human Rights Parliamentary Committee
LPIP	Lebanese Parliament Internship Program
NHRAP	National Human Rights Action Plan
CSO	Civil Society Organizations
NGO	Non-Governmental Organizations
UNDP	United Nations Development Programme

I. SITUATION ANALYSIS

This project targets the Lebanese Parliament, one of the main pillars representing the country's long history of multi-party democracy, and the institution in which Lebanon's legislative power is vested.

The Lebanese Government is accountable to the Parliament, as the system resembles a parliamentary democracy with parliamentary control. Many factors have led to the weakening role of Parliament in Lebanon. This weak role is evident in the lack of legislative initiatives, and a very limited parliamentary oversight role over the executive authority.

Parliament retains three main functions: legislative, oversight and representation, however, given the concept of separation of powers these roles are not necessarily decisive. All legislations (including the passage of the national budget) require the approval of the Parliament. In parallel, the Parliament also retains oversight functions over government, including over the budgetary process.

The United Nations Development Programme (UNDP) launched in 1999 a technical assistance project at the Parliament, and since then, the project has been responding to the needs of the Parliament and Parliamentarians. The project has been modified at several instances (lastly in 2007) in order to respond to the changing needs but also to keep abreast with requirements as a result of the political situation in the country. The UNDP project has been supported by Global Programme on Parliamentary Support (GPPS) and was evaluated by GPPS in 2007. Excellent working relationship is already established with both the Parliamentary committees and the Parliamentary administration. To date the following main achievements can be reported among others:

- Capacity Development for parliamentarians, parliamentary committees, and human resources.
- Preparation of a National Human Rights Action Plan in close cooperation with the Human Rights Parliamentary Committee.
- Developing cooperation agreements/protocols with foreign Parliaments, and supporting the conduct of study visits for MPs and staff...
- Publishing and distributing several studies and periodic publications.
- Conducting research and workshops organized in support of relevant draft laws (administrative decentralization, political parties ...).
- Providing training and supporting the administration in languages, logistics and IT skills.

Most importantly, the project has been conducting regular consultations and evaluations closely following-up with Parliamentarians to measure the progress of the project, depict progress, and identify and assess the needs. The last round of consultation was done recently in preparation for this project document. The first priority of the last elected Parliamentarians is to increase the legislative role of Parliament through legislative reviews of draft laws; including the passing of pending draft laws and following-up on the implementation of newly enacted legislations. The second priority is to enhance oversight functions over government activities and budgetary processes, and the third is to focus on achieving national priorities and developing national sectoral policies with government. Other expressed priorities of Members of Parliament are the need for technical, research, and legal support to Parliamentarians in various parliamentary committees

The project mainly aims at strengthening the structures of legislative, oversight, and representation capacities of the Lebanese Parliament, by working with Parliamentarians, Parliamentary Committees and the Parliament's Administration on the promotion of among others human rights, gender equality and women and youth empowerment, inclusive participation (with a special focus on women and youth), national dialogue, as well as conflict prevention. It will also aim to provide

technical assistance mechanisms to develop the capacity of Parliamentarians, parliamentary committees, parliament administration in order to provide them with adequate and qualified support to enhance the legislative, oversight and representation functions of the Parliament. The project will aim at strengthening the relationship between the parliament and civil society and social groups. Finally, and as part of supporting the parliament's monitoring and oversight capacity, the project will be working with relevant parliamentary committees and looking into building up knowledge and capacity to curb corruption at the sectoral level, focusing on corruption in the health, water, and education sectors.

II. STRATEGY

The suggested project "Technical Support to the Lebanese Parliament", targets the Lebanese Parliament as a whole. The project will be implemented in the framework of the Democratic Governance key result of supporting national partners to implement democratic governance practices grounded in Human Rights in terms of conflict prevention and recovery, gender equality, youth and women participation, and anti-corruption, with a focus on civil peace building and national reconciliation.

The project mainly aims at strengthening the structures of legislative, oversight and representation capacities of the Lebanese Parliament, while closely working with Parliamentarians, Parliamentary Committees and Parliamentary staff to promote Human Rights, Gender Equality and Youth and Women Empowerment, Inclusive Participation, national dialogue and conflict prevention.

The overall objective will be carried out through the following set of specific outputs, which were identified upon agreement with the Lebanese Parliament's administration (national counterpart):

- 1) Institutional capacities of the Parliament to address critical reform issues, including key civil peace building challenges strengthened;
- 2) The monitoring and oversight functions of the Lebanese Parliamentarians enhanced;
- 3) Capacities of women and youth in Lebanon built to work effectively within and with political parties and parliament; and
- 4) Support to the Lebanese Parliament to mainstream Human Rights in Parliamentary work provided.

Under each output, activities will focus around the above mentioned identified priority areas, while meeting the ultimate objective of strengthening the structures and legislative, oversight and representation capacities of the Lebanese Parliament.

Project description

The project will be building up on the strategic partnership already established with the Lebanese Parliament for over 10 years, and will consolidate its excellent working relationship with the MPs in general, parliamentary committees, and parliamentary administration especially with the Secretary General and the Director of External relations, who has been UNDP's National Focal Point at the Parliament.

In addition, the project will utilize its vast network with civil society organizations allowing for greater participation of CSOs and increased dialogue between parliamentary committees and CSOs.

UNDP will also use its presence in most ministries and public institutions, as well as its presence in various regions to effectively link them to the Parliament through periodic sessions of review of progress and dialogue.

The project will also assist the parliamentary administration with all logistical support for better coordination and efficiency and to expand partnership agreements with Arab and international Parliaments. The main program components are the following:

Project Outcome: Strengthening the Legislative, Oversight, and Representative Roles of the Lebanese Parliament.

Output 1: Institutional capacities of the Parliament to address critical reform issues, including key civil peace building challenges strengthened.

The objective of strengthening institutional capacities of the Parliament is based on the need to modernize the current organizational and administrative structure of the Parliament and to develop capacities and provide support to administration in addressing critical reform issues. The project aims to implement an internship program, develop the capacities of employees and reform critical and crucial issues addressed. This output will include the following activities:

- 1.1 Support provided to specific committees to address legislative reforms and national priorities in areas such as electoral law, decentralization, women quota, youth inclusion, better service delivery, development planning and social cohesion, food safety, health, etc.
- 1.2 Research capacity of Parliamentarian and Parliamentary committees strengthened to engage on citizenship and civil peace issues, and to strengthen their interface with their constituents on these issues.
- 1.3 Lebanese Parliament Internship Program (LPIP) for university students established, and adequate support offered to Members of Parliament, through a matching system.
- 1.4 Capacity of Parliamentary staff developed by carrying out specialized training activities.
- 1.5 Legislative reviews and policy reform papers on, among others, gender perspectives (gender equality and women empowerment), human rights, and children rights, as well as pending legislative areas conducted.
- 1.6 Support to the finalization of the National Youth Policy Action Plan provided and implementation strategy developed.

Preparing the necessary documents for the internship and updating the website of the Parliament which allows university students to upload their membership application for the LPIP, providing support to Parliamentary Committees on reform issues through an inclusive process, providing training sessions and research to staff, are to be delivered within this output.

Achievement of the foregoing objective will be measured through the following indicators:

- Internship program established
- Training provided to Parliamentary staff
- Support provided to Parliament to address reform issues with key stakeholders/participatory approach
- Number of laws amended, developed, and passed in parliament.

Output 2: The monitoring and oversight functions of the Lebanese Parliamentarians enhanced

The objective of this output is based on the need to further follow up on Parliamentary interrogations and enhance the understanding of government accountability to Parliament. It aims to strengthen accountability and oversight functions, publish reports on legislative process and establish a framework for comparative capacity. This output will also be focusing on building anti-corruption knowledge and capacity by tackling the health, education, and water sectors, by adopting a holistic approach, based on legislative reform, the development of concrete activities, and the establishment of multi-stakeholders' partnerships. This output will include the following activities:

- 2.1 Systematic and periodic meetings with civil society organizations, think tanks, and academic institutions (especially the Lebanese University and other universities) to strengthen inclusive participation and build constructive dialogue organized.
- 2.2 Periodic regional meetings between the government, local authorities, public agencies, the private sector, CSOs, and the parliament, to review the progress on MDGs and provision of social services organized.
- 2.3 Technical and logistical support to the Education, Health, and Energy and Water parliamentary committees to address corruption in the specific sectors, through regular meetings, provided.
- 2.4 Research capacities of the parliamentary committees specifically on corruption in the sectors at hand, strengthened.
- 2.5 Mapping of issues and comparative studies and data on corruption in the 3 sectors made available.
- 2.6 Legislative reviews with recommendations with recommendation for legal amendments provided to tackle corruption in these sectors.
- 2.7 Policy reform papers on corruption in the health, education, and water sectors, including an assessment of sector corruption risks commissioned.
- 2.8 Anti-corruption action plan for each sector with concrete activities/quick-wins suggested for future resource mobilization and implementation, developed.
- 2.9 Meetings to discuss the sectoral policy reform papers organized.
- 2.10 Support to establishing partnerships and coordination activities to sustain actions with the different stakeholders, including Ministries, service providers, and CSOs, provided.

The UNDP project at the Lebanese Parliament will work on holding regular meetings with the government, public agencies, CSOs and regulatory bodies. It will provide technical assistance on MDGs and Social Services and conduct regular reviews. The project will also aim at launching an anti-corruption dialogue on the mentioned specific sectors, which will pave the way for concrete activities, and sustainability by identifying additional sectors for further anti-corruption work.

Achievement of the foregoing objective will be measures through the following indicators:

- Accountability role of parliamentarians increased and hearings conducted
- Information made available and disseminated
- Sector related anti-corruption debate launched in Parliamentary Committees
- Holistic approach to tackle corruption in sectors launched including legislative reform, concrete activities, and establishment of partnership with CSOs.

Output 3: Capacities of women and youth in Lebanon built to work effectively within and with political parties and parliament

The objective of output 3 is to increase the engagement of women and youth in the political process through representation in Parliament and political parties. The project will closely be working with all involved stakeholders in order to allow the institutionalization of women and youth representation in multi-party groups as well as strengthening avenues for dialogue by enhancing the skills of women and youth. This output will include the following activities:

3.1 Mechanisms and procedures reviewed and recommendations provided and discussed in parliament to enhance the capacity of women MPs and promote participation and inclusion of women and youth organizations in the law-making process.

3.2 Consultation meetings conducted with political parties and women organizations to discuss internal party regulations and mechanisms for the promotion of a greater leadership role for women and inclusion in party structures.

3.3 Participation of youth in political processes increased through dialogue sessions on public policy and youth.

Accordingly, the project will be working on reviewing internal regulations with regards to the impact on the role of women and youth. It will be institutionalizing participation of women in multi-party groups, and enhancing leadership skills of youth and strengthening avenues for their participation in civic life.

Achievement of the foregoing objective will be measures through the following indicators:

- Increased women engagement and representation roles within parliament
- Increased women and youth participation and dialogue with political parties
- Internal regulations of parties discussed to promote greater role for women and youth

Output 4: Support to the Lebanese Parliament to mainstream Human Rights in Parliamentary work provided.

The objective of this output is based on the need to implement and follow-up on the National Human Rights Action Plan and to mainstream Human Rights in Parliamentary work. The project aims to draft laws based on the National Human Rights Action Plan formulated and passed, raise awareness on the National Human Rights Action Plan created and implement the plan. This output will include the following activities:

4.1 Support provided to the Human Rights Parliamentary Committee in finalizing and adopting the National Human Rights Action Plan and ensuring buy-in by all stakeholders.

4.2 Legal framework for the national Human Rights Action Plan drafted and implementation strategy developed with key institutions, including the holding of public consultations by the Human Rights Committee of the Parliament.

4.3 Dissemination and discussion of the Action Plan with relevant working groups ensured.

4.4 Media campaign to raise awareness on the National Human Rights Action Plan developed and favorable environment towards the Plan established.

4.5 Technical support provided to the Parliament in reviewing all existing legislations pertaining to Human Rights.

These activities resolve around the NHRAP that should be finalized and adopted. A communication and media strategy will be developed to launch the Plan and a legal framework on current Human Rights will be mapped, assessed and reviewed. Finally, the project will support the Human Rights Parliamentary Committee in drafting human rights laws as per the action plan, recommendations on Human Rights will be implemented as well as following up on the passage of draft laws related to Human Rights.

Outcome indicators from this output include:

- Public campaign organized to promote the National Human Rights Action Plan
- Technical support provided to the Human Rights Parliamentary Committee
- National Human Rights Action Plan finalized and adopted

Intended Outcome as stated in the Country Programme Results and Resource Framework: Accountability of state institutions, and inclusive participation, strengthened

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicator: Public perception of accountability, integrity and participation improved;

Baseline: Draft laws and plans for administrative, electoral law and justice reforms still pending;

Target: Access to justice, electoral law reform and national action plan for human rights produced and implemented.

Project title and ID: Technical Support to the Lebanese Parliament

Intended Outputs	OUTPUT TARGETS (YEARS)	Responsible Partners	Indicative Activities	Inputs Costs estimated over a two-year period
Outcome 1: Strengthening the Legislative, Oversight and Representative roles of the Lebanese Parliament				
<p>Output 1: Institutional capacities of the Parliament to address critical reform issues, including key civil peace building challenges strengthened.</p> <p>Baseline:</p> <ul style="list-style-type: none"> - National policies developed outside of Parliament - Need to develop further the capacity of parliamentary committees to address critical reform issues - Limited engagement of stakeholders, especially civil society in the legislative consultation process. <p>Performance Indicators:</p> <ul style="list-style-type: none"> - Internship program established - Training provided to Parliamentary staff 	<p>Targets</p> <ul style="list-style-type: none"> - 2012 Providing research support to Parliamentary Committees on reform issues. - Providing capacity development training to parliamentary staff - Following-up on the work related to the internship programme targeting a larger number of students. - Continuing to provide support to Parliamentary Committees on reform issues through an inclusive process. - Providing capacity development trainings to MPs, Parliamentary 	<p>UNDP-Parliament</p>	<p>Activity Result 1.1: Support provided to specific committees to address legislative reforms and national priorities in areas such as electoral law, decentralization, women quota, youth inclusion, better service delivery, development planning and social cohesion, food safety, health, etc.</p> <p>Activity Result 1.2: Research capacity of Parliamentarians and Parliamentary Committees strengthened to engage on citizenship and civil peace issues, and to strengthen their interface with their constituents on these issues</p> <p>Activity Result 1.3: Lebanese</p>	<p>Salaries:</p> <ul style="list-style-type: none"> Project Manager Project Coordinator Administrative Assistance Junior Project Coordinator: 2 Project Assistants (UNVs) <p>Total Salaries: USD 184,227.19</p> <p>Total Activities: Workshops &</p>

<ul style="list-style-type: none"> - Support provided to Parliament to address reform issues with key stakeholders/participatory approach - Number of laws amended, developed, and passed in parliament <p>Targets:</p> <ul style="list-style-type: none"> - Internship program implemented - Capacity of employees developed - Reform issues addressed through the passage of amended and new laws 	<ul style="list-style-type: none"> - administration and staff - 2013 - Implementing Legal reviews - Positioning Parliament at the centre of National Dialogue - Drafting National Dialogue related laws and incorporating best practices - Engaging Civil society in the finalization of draft laws - Turning the Youth Action Plan into laws 	<p>Parliamentary Internship Programme (LPIP) for university students established, and adequate support offered to Members of Parliament, through a matching system.</p> <p>Activity Result 1.4: Capacity of Parliamentary staff developed by carrying out specialized training activities.</p> <p>Activity Result 1.5: Legislative reviews and policy reform papers on, among others, gender perspectives (gender equality and women empowerment), human rights, and children rights, as well as other pending legislative areas conducted.</p> <p>Activity Result 1.6: Support to the finalization of the National Youth Policy Action Plan provided and implementation strategy developed</p>	<p>Miscellaneous: USD 5,000</p> <p>Communication and Audio Visual equipment: USD 7000</p> <p>Audio Visual and print production cost: USD 2,418</p> <p>Information Technology Equipment: USD 2,030</p> <p>Office supplies: SD 400</p> <p>Net for activities : USD 201,075</p> <p>ISS: USD 3,641.46</p> <p>GMS @5% for government :USD 9,285.71</p> <p>GMS @ 7% for NGO: USD 267</p> <p>Total output 1 : USD 214,269.38</p>
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Intended Outputs	OUTPUT TARGETS (YEARS)	Responsible Partners	Indicative Activities	Costs estimated over a three-year period
<p>Intended Outputs</p> <p>Output 3: Capacities of women and youth in Lebanon built to work effectively within and with political parties and parliament</p> <p>Baseline:</p> <ul style="list-style-type: none"> - Women underrepresented in parliament and political leadership - Youth underrepresented in political parties and have a passive attitude towards political processes - Lack of consultation with Women and youth organizations in political processes - No laws related to the implementation of the Youth Action Plan <p>Performance Indicators:</p> <ul style="list-style-type: none"> - Increased women engagement and representation roles within parliament - Increased Women and youth participation and dialogue with political parties - Internal regulations of parties discussed to promote greater role for women and youth <p>Targets:</p> <ul style="list-style-type: none"> - Women and Youth engagement in the political process increased - Women and Youth participation and representation in political parties increased 	<p>OUTPUT TARGETS (YEARS)</p> <p>2012-013</p> <ul style="list-style-type: none"> - Reviewing Internal regulations with regard to impact on role of women and youth - Institutionalizing Women's multi-party group - Enhancing Youth leadership skills and strengthening avenues for dialogue 	<p>Responsible Partners</p> <p>UNDP-Parliament</p>	<p>Indicative Activities</p> <p>Activity Result 3.1: Mechanisms and procedures reviewed and recommendations provided and discussed in parliament to enhance the capacity of women MPs and promote participation and inclusion of women and youth organizations in the law-making process</p> <p>Activity Result 3.2: Consultation meetings conducted with political parties and women organizations to discuss internal party regulations and mechanisms for promotion of a greater leadership role for women and inclusion in party structures.</p> <p>Activity Result 3.3: Participation of youth in political processes increased through dialogue sessions on public policy and youth.</p>	<p>Inputs</p> <p>Costs estimated over a three-year period</p> <p>Salaries: USD 102,158.13 Consultants: USD 88,000 Travel: USD 22,000 Printing and publications USD 42,568 Miscellaneous: USD 19,000 Rental and Maintenance of equipment: USD 12,000 Communication and Audio Visual equipment: USD 25,000 Office Supplies: USD 3,000</p> <p>Net for activities: USD 313,726.13</p> <p>ISS: USD 6,274.52</p> <p>Total output 3: USD 320,000</p>

Intended Outputs	OUTPUT TARGETS (YEARS)	Responsible Partners	Indicative Activities	Inputs Costs estimated over a three-year period
<p>Output 4: Support to the Lebanese Parliament to mainstream Human Rights in Parliamentary work provided</p> <p>Baseline:</p> <ul style="list-style-type: none"> - Need to implement and follow-up on the National Human Rights Action Plan - Need to mainstream Human Rights in Parliamentary work. <p>Performance Indicators:</p> <ul style="list-style-type: none"> - Public Campaign organized to promote Human Rights Action Plan - Technical support provided to the Human Rights Parliamentary Committee - National Human Rights Action Plan finalized and adopted <p>Targets:</p> <ul style="list-style-type: none"> - National Human Rights Action Plan endorsed by the Human Rights Committee and parliament - Awareness and reach out campaign on National Human Rights Action Plan organized - National Human Rights Action Plan operationalized and implementation plan developed 	<p>Targets</p> <p>2012</p> <ul style="list-style-type: none"> - Mapping, assessing and reviewing current human rights' legal framework. - Finalizing and adopting the National Human Rights Action Plan <p>2013</p> <ul style="list-style-type: none"> - Commissioning a Communication Consultant to develop a media campaign - Implementing the media campaign - Supporting the Human Rights Parliamentary Committee to draft human rights laws as per the action plan - Following up on the legislative process of new draft laws <p>USD 674,520</p>	<p>UNDP-Parliament</p>	<p>Activity Result 4.1: Support provided to the Human Rights Parliamentary Committee in finalizing and adopting the National Human Rights Action Plan and ensuring buy-in by all stakeholders.</p> <p>Activity Result 4.2: Legal framework for the National Human Rights Action Plan drafted and implementation strategy developed with key institutions, including the holding of public consultations by the Human Rights Committee of the Parliament</p> <p>Activity Result4.3: Dissemination and discussion of the Action Plan with relevant Working Groups ensured.</p> <p>Activity Result4.4: Media campaign to raise awareness on the National Human Rights Action Plan developed and favourable environment towards the Plan established.</p> <p>Activity Result 4.5: Technical Support provided to the Parliament in reviewing all existing legislations pertaining to Human Rights.</p>	<p>Consultant: 28,000 Workshops & Miscellaneous: USD 10,000 Travel: USD 10,000 Communication and Audio Visual equipment: USD 15,000 Audio Visual and print production cost: USD12,000</p> <p>Total output 4: USD 80,000 (in-kind contribution from OHCHR)</p>
TOTAL COST FOR 2 YEARS	USD 674,520			

III. ANNUAL WORK PLAN BUDGET SHEET

Year: 2012

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
		<p>Output 1: Institutional capacities of the Parliament to address critical reform issues, including key civil peace building challenges strengthened.</p> <p>Baseline:</p> <ul style="list-style-type: none"> - National policies developed outside of Parliament - Need to develop further the capacity of parliamentary committees to address critical reform issues - Limited engagement of stakeholders, especially civil society in the legislative consultation process. <p>Performance Indicators:</p> <ul style="list-style-type: none"> - Internship program established - Training provided to Parliamentary staff - Support provided to Parliament to address reform issues with key stakeholders/participatory approach - Number of laws amended, 	<ul style="list-style-type: none"> - Holding regular meetings with the government, public agencies, civil society organizations as well as local • Providing Technical assistance on MDGs and Social Services and conducting regular reviews. - Holding multi-stakeholders coordination meetings 						Government
					UNDP /Parliament	Government	71500-UNV	10,616.61	
					UNDP /Parliament	Government	73500- Reimbursement Costs	1,612.89	
					UNDP /Parliament	Government	75100- Facilities and Admin	4,112.88	
					UNDP /Parliament	NGO	74500- Miscellaneous Expenses	1,000	
					UNDP /Parliament	NGO	72500- Supplies	400	
					UNDP /Parliament	NGO	74200-Audio Visual and print production costs	2,418	

<p>developed, and passed in parliament</p> <p>Targets:</p> <ul style="list-style-type: none"> - Internship program implemented - Capacity of employees developed - Reform issues addressed through the passage of amended and new laws 				UNDP /Parliament	NGO	<p>75100- Facilities & Administration</p> <p>71500- UN Volunteers</p> <p>72800-IT equipment</p> <p>72400- Communic & Audio Visual Equip</p> <p>74500- Miscellaneous Expenses</p>	267
<p>Output 2:The monitoring and Oversight Functions of the Lebanese Parliamentarians Enhanced</p> <p>Baseline:</p> <ul style="list-style-type: none"> - Weak mechanism for government accountability to the Parliament - Lack of participation of stakeholders in service delivery in 			<p>Activity results:</p> <ul style="list-style-type: none"> - Holding regular meetings with the government, public agencies, civil society organizations as well as local governments. 	UNDP /Parliament	UNDP Trac	<p>71300- Local Consultants</p> <p>74500</p> <p>71600-Travel</p>	4,000
				UNDP /Parliament	UNDP Trac		3,000
				UNDP /Parliament	UNDP Trac		7,000

<p>different sectors</p> <ul style="list-style-type: none"> - Absence of national anti-corruption strategy (incl. at the sectoral level) 	<p>UNDP /Parliament</p>	<p>UNDP Trac</p>	<p>73300- Rental & Maint of Info Tech Eq</p>	<p>1,200</p>
<p>Performance Indicators:</p> <ul style="list-style-type: none"> - Accountability role of parliamentarians increased and hearings conducted - Information made available and disseminated - Building anti-corruption knowledge and capacity - Sector related anti-corruption debate launched in Parliamentary committees - Holistic approach to tackle corruption in sectors launched including legislative reform, concrete activities, and establishment of partnership with CSOs. 	<p>UNDP /Parliament</p>	<p>UNDP Trac</p>	<p>72400- Communic & Audio Visual Equip</p>	<p>9,000</p>
<p>Targets:</p> <ul style="list-style-type: none"> - Accountability and oversight practiced - Parliamentary committees addressing corruption in specific sectors as a national priority and in a well-informed way - Multi-institutional/stakeholder approach to tackle corruption established - Corruption related risks for each sector identified and disseminated - Anti-corruption policy reform 	<p>UNDP /Parliament</p>	<p>UNDP Trac</p>	<p>74200-Audio Visual and print production costs</p>	<p>11,000</p>
			<p>72800- Information Technology Equipmt</p>	<p>800</p>
			<p>72500- Supplies</p>	<p>1,000</p>
		<p>PACDE</p>	<p>71300- Local Consultants</p>	<p>12,000</p>
		<p>PACDE</p>	<p>74500- Miscellaneous Expenses</p>	<p>4,000</p>

<p>papers published, debated and widely distributed</p> <ul style="list-style-type: none"> - Quick-wins identified based on priorities of action plan and resource mobilization strategy defined - Multi-stakeholders coordination meetings held 		UNDP /Parliament	PACDE	74200-Audio Visual and print production costs	500
<p>Output 3: Capacities of women and youth in Lebanon built to work effectively within and with political parties and parliament</p> <p>Baseline:</p> <ul style="list-style-type: none"> - Women underrepresented in parliament and political leadership - Youth underrepresented in political parties and have a passive attitude towards political processes - Lack of consultation with Women and youth organizations in political processes - No laws related to the implementation of the Youth Action Plan <p>Performance Indicators:</p> <ul style="list-style-type: none"> - Increased women engagement and representation roles within 	<p>Activity Result s:</p> <ul style="list-style-type: none"> - Reviewing Internal regulations with regard to impact on role of women and youth - Institutionalizing Women's multi-party group - Enhancing Youth leadership skills and strengthening avenues for dialogue 	UNDP /Parliament	DGG/BDP UNDP	71400- SC salaries	50,000
		UNDP /Parliament	DGG/BDP UNDP	71500-UNV	3,229.24
		UNDP /Parliament	DGG/BDP UNDP	71300- Local Consultants	7,000
		UNDP /Parliament	DGG/BDP UNDP	74500- Miscellaneous expenses	5,000
		UNDP /Parliament	DGG/BDP UNDP	71600-Travel	3,000
		UNDP /Parliament	DGG/BDP UNDP	74200-Audio Visual and print production costs	3,000

<ul style="list-style-type: none"> - parliament Increased Women and youth participation and dialogue with political parties - Internal regulations of parties discussed to promote greater role for women and youth <p>Targets:</p> <ul style="list-style-type: none"> - Women and Youth engagement in the political process increased <p>Women and Youth participation and representation in political parties increased</p>					UNDP /Parliament	DGG/BDP UNDP	72500- Supplies	1,100
					UNDP /Parliament	DGG/BDP UNDP	72400- Communic & Audio Visual Equip	2,500
					UNDP /Parliament	DGG/BDP UNDP	73300- Rental & Maint of Info Tech Eq	2,000
					UNDP /Parliament	DGG/BDP UNDP	73500- Reimbursement Costs	1,536.58
TOTAL Year 1								\$ 227,805.35

IV. ANNUAL WORK PLAN BUDGET SHEET

Year: 2013

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description
<p>Output 1: Institutional capacities of the Parliament to address critical reform issues, including key civil peace building challenges strengthened.</p> <p>Baseline:</p> <ul style="list-style-type: none"> - National policies developed outside of Parliament - Need to develop further the capacity of parliamentary committees to address critical reform issues - Limited engagement of stakeholders, especially civil society in the legislative consultation process. <p>Performance Indicators:</p> <ul style="list-style-type: none"> - Internship program established - Training provided to Parliamentary staff - Support provided to Parliament to address reform issues with 	<ul style="list-style-type: none"> - Holding regular meetings with the government, public agencies, civil society organizations as well as local • Providing Technical assistance on MDGs and Social Services and conducting regular reviews. - Holding multi-stakeholders coordination meetings 					Government	71400 salaries	101,428.43
						Government	73500- Reimbursement Costs	2,028.57
						Government	75100- Facilities and Admin	5,172.85
						UNDP Trac	72800-IT equipment	1,030
						UNDP Trac	72400- Communic & Audio Visual Equip	6,000
						UNDP Trac	74500- Miscellaneous expenses	3,000

<p>key stakeholders/ participatory approach</p> <ul style="list-style-type: none"> - Number of laws amended, developed, and passed in parliament <p>Targets:</p> <ul style="list-style-type: none"> - Internship program implemented - Capacity of employees developed - Reform issues addressed through the passage of amended and new laws 								
<p>Output 2:The monitoring and Oversight Functions of the Lebanese Parliamentarians Enhanced</p> <p>Baseline:</p> <ul style="list-style-type: none"> - Weak mechanism for government accountability to the Parliament - Lack of participation of stakeholders in service delivery in different sectors - Absence of national anti-corruption strategy (incl. at the sectoral level) 	<p>Activity results:</p> <ul style="list-style-type: none"> - Holding regular meetings with the government, public agencies, civil society organizations as well as local governments. - Providing Technical assistance on MDGs and Social Services and conducting regular reviews. 							

<p>Performance Indicators:</p> <ul style="list-style-type: none"> - Accountability role of parliamentarians increased and hearings conducted Information made available and disseminated - Building anti-corruption knowledge and capacity - Sector related anti-corruption debate launched in Parliamentary committees - Holistic approach to tackle corruption in sectors launched including legislative reform, concrete activities, and establishment of partnership with CSOs. <p>Targets:</p> <ul style="list-style-type: none"> - Accountability and oversight practiced - Parliamentary committees addressing corruption in specific sectors as a national priority and in a well-informed way - Multi-institutional/stakeholder approach to tackle corruption established - Corruption related risks for each sector identified and disseminated - Anti-corruption policy reform papers published, debated and widely distributed - Quick-wins identified based on 	<p>- Holding multi-stakeholders coordination meetings</p>			UNDP /Parliament	UNDP Trac	72400-Communic & Audio Visual Equip	11,000
				UNDP /Parliament	UNDP Trac	74200-Audio Visual and print production costs	15,000
				UNDP /Parliament	UNDP Trac	72800-Information Technology Equipmt	1,700
				UNDP /Parliament	UNDP Trac	72500-Supplies	1,500
				UNDP /Parliament	UNDP Trac	74100-Professional Services	4,500
				UNDP /Parliament	PACDE	71300-	13,000
				UNDP /Parliament	PACDE	74500-Miscellaneous Expenses	7,000

<p>priorities of action plan and resource mobilization strategy defined</p> <ul style="list-style-type: none"> - Multi-stakeholders coordination meetings held 			UNDP /Parliament	PACDE	74200-Audio Visual and print production costs	2,470
<p>Output 3: Capacities of women and youth in Lebanon built to work effectively within and with political parties and parliament</p> <p>Baseline:</p> <ul style="list-style-type: none"> - Women underrepresented in parliament and political leadership - Youth underrepresented in political parties and have a passive attitude towards political processes - Lack of consultation with Women and youth organizations in political processes - No laws related to the implementation of the Youth Action Plan <p>Performance Indicators:</p>	<p>Activity Result s:</p> <ul style="list-style-type: none"> - Reviewing Internal regulations with regard to impact on role of women and youth - Institutionalizing Women’s multi-party group - Enhancing Youth leadership skills and strengthening avenues for dialogue 		UNDP /Parliament	DGG/BDP UNDP	71400-Salaries	16,028.89
			UNDP /Parliament	PACDE	73500-Reimbursement Costs	449.4
			UNDP /Parliament	DGG/BDP UNDP	71500-UNV	32,900
			UNDP /Parliament	DGG/BDP UNDP	71300-Local Consultants	81,000
			UNDP /Parliament	DGG/BDP UNDP	74500-Miscellaneous expenses	14,000
			UNDP /Parliament	DGG/BDP UNDP	71600-Travel	19,000
			UNDP /Parliament	DGG/BDP UNDP	74200-Audio Visual and print production costs	39,568

<ul style="list-style-type: none"> - Increased women engagement and representation roles within parliament - Increased Women and youth participation and dialogue with political parties - Internal regulations of parties discussed to promote greater role for women and youth <p>Targets:</p> <ul style="list-style-type: none"> - Women and Youth engagement in the political process increased Women and Youth participation and representation in political parties increased 				UNDP /Parliament	DGG/BDP UNDP	72500- Supplies	1,900
				UNDP /Parliament	DGG/BDP UNDP	72400- Communic & Audio Visual Equip	22,500
				UNDP /Parliament	DGG/BDP UNDP	73300- Rental & Maint of Info Tech Eq	10,000
				UNDP /Parliament	DGG/BDP UNDP	73500- Reimbursement Costs	4,737.94
TOTAL Year 2							\$ 446,714.08

PART V. MANAGEMENT ARRANGEMENTS

The project will be nationally executed (NEX) by the Lebanese Parliament as the “executing agency”, being the entity responsible and accountable for managing the project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of UNDP resources. The “executing agency” will thus be accountable to UNDP for all resources allocated by the latter, whether their source is UNDP or from Parliament cost sharing. This accountability calls for very 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 2: 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 Parliament, through its designated executing agency national coordinator, 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.

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

Responsibilities of the NFP:

- 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;
- Approve RDP/SR that are not included in the annual/quarterly work plans;
- Participate in Project Board meetings;
- Review APR Report, and other progress and monitoring reports;
- Provide recommendations for the next year’s project planning;
- Facilitate adoption of necessary decisions and initiation of appropriate actions by the Government for the effective follow-up and implementation of the project activities;
- Assist in the identification and allocation of national resources needed by the project to meet its objectives.

Project Management: A Project Manager will be appointed by UNDP following a competitive and transparent recruitment process. 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. To support project implementation, Project staff will be recruited by UNDP and the Project Manager. A number of national and international consultants will also be recruited in order to deliver the trainings as needed and to provide advisory support on issues pertaining to legal aid, human resources, budgetary functions,

and support to parliamentary committees. The project team consists of a full-time Project Manager, Project Coordinator, Project Assistant and an Administrative and Finance Assistant.

The overall responsibility of the project lies with the designated **National Focal Point**. However, **The Project Manager** is directly responsible for managing the project's operations on a day-to-day basis.

Project Office: The project will be located at the premises of the Lebanese Parliament.

Sustainability: The project will be implemented with a view to achieving sustainable improved institutional capacity and permanent beneficial effects on the Lebanese Parliament

In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, 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 recovered with a flat rate of 5 % for Parliament cost sharing and a flat rate of 7% for donor cost sharing, and includes the following services:

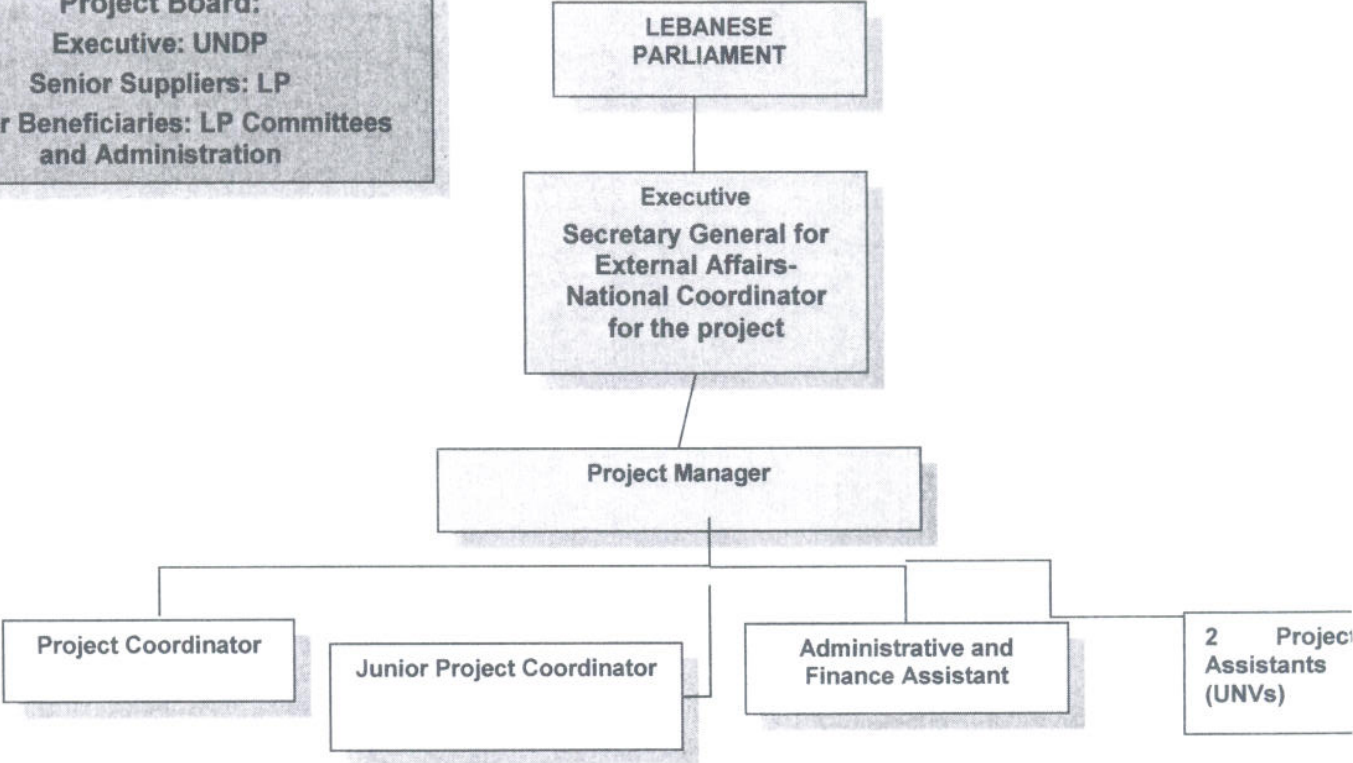
- Project identification, formulation, and appraisal
- Determination of execution modality and local capacity assessment
- Briefing and de-briefing of project staff and consultants
- General oversight and monitoring, including participation in project reviews
- Receipt, allocation and reporting to the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

UNDP Direct costs incurred for Implementation Support Services (ISS), recovered through the Universal Price List, as long as they are unequivocally linked to the specific project, these costs are built into the project budget against a relevant budget line and, in the case of clearly identifiable transactional services, charged to the project according to standard service rates. ISS include the following services:

- Procurement of services and equipment
- Organization of training activities, conferences, and workshops, including fellowships
- Travel authorization, visa requests, ticketing, and travel arrangements
- Shipment, custom clearance, vehicle registration, and accreditation

Project Organisation Structure

Project Board:
Executive: UNDP
Senior Suppliers: LP
Senior Beneficiaries: LP Committees and Administration



PART 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:

Day-to-day monitoring of implementation progress will be the responsibility of the Project Manager who will inform the UNDP-CO and LP of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

Periodic monitoring of implementation progress will be undertaken by UNDP through regular meetings with the project team, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities. Details of the monitoring requirements are as follows:

- i. 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, 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 Project Progress Reports (PPR) 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
- ii. 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.

At the end of each year, a Tripartite Review will take place between officials of UNDP and the Lebanese Parliament to assess the achievements of the project and discuss a new action plan as well as renew the cooperation agreement between both parties.

Quality Management for Project Activity Results

OUTCOME 1: Strengthening the legislative, oversight, and representative roles of the Lebanese Parliament		
Activity Result 1	Institutional Capacities	Start Date: Jan, 2012 End Date: Dec 2013
Purpose	To support the parliamentary committees in exercising their legislative role, on specific national issues	
Description	Provide the logistical support to Parliament to address issues of national dialogue policies, including research, support staff (interns), training activities, and legislative review	
Quality Criteria	Quality Method	Date of Assessment
Meetings of committees	Number of issues addressed, number of meetings held, number of participants, and proceedings of meetings.	Quarterly and annually
Legal reform	Number of propositional law drafted	Quarterly and annually
Implementation of the Lebanese Parliamentary Internship Programme (LPIP)	Number of requests by MPs Number of interns provided and match with MPs needs Internship reports	Quarterly and annually
Trainings	Number of training activities provided Number of trainees Training areas covered and pre and post capacity assessment	Quarterly and annually
Research	Number of legislative reviews completed and distribution number and target groups Number of background studies/policy reform papers developed and distribution number and target groups	Quarterly and annually
Activity Result 2	Monitoring and Oversight	Start Date: Jan, 2012 End Date: Dec 2013
Purpose	Enhance the understanding of government accountability to Parliament.	
Description	It aims at strengthening accountability and oversight functions of the Lebanese parliament by organizing a number of regional periodic public meeting bringing together all stakeholders, publish reports on legislative process in regions, establish a framework for comparative capacity, and on building anti-corruption knowledge and capacity by tackling the health, education, and water sectors.	
Quality Criteria	Quality Method	Date of Assessment
Periodic regional meetings	Number of meetings held, number of attendees, agenda of meetings and areas covered, sectors represented and proceedings of meetings	Quarterly and annually
Studies published	Number of studies developed, areas covered, and dissemination	Quarterly and annually
Action plan developed	Number of identified quick wins and resources mobilized	June 2013

Partnerships established	Number of coordination activities held, number of participants and sectors represented	Quarterly and annually
Activity Result 3	Women and Youth Participation	Start Date: Jan, 2012 End Date: Dec 2013
Purpose	Increase the engagement of women and youth in the political process	
Description	The project will encourage representation in Parliament and political parties by closely be working with all involved stakeholders in order to allow the institutionalization of women and youth representation in multi-party groups as well as strengthening avenues for dialogue by enhancing the skills of women and youth.	
Quality Criteria	Quality Method	Date of Assessment
Mechanisms and procedures developed	Number of mechanisms and procedures developed and reviewed Number of recommendations provided and implementation tracked	Quarterly and annually
Consultation meetings conducted	Number of issues addressed, number of consultation meetings held, number of participants, and proceedings of meetings.	Quarterly and annually
Increased women and youth participation	Number of women candidate to the 2013 elections Number of elected women to the 2013 parliament Pre and post surveys to measure the % of increase of the number of youth and women represented in political parties	June 2013-Dec 2013
Activity Result 4	Human Rights	Start Date: Jan, 2012 End Date: Dec 2013
Purpose	Supporting the Lebanese to mainstream Human Rights in Parliamentary work	
Description	The project will support the Human Rights parliamentary committee in finalizing and adopting the National Human Rights Action Plan, will hold consultation meetings to gather support for implementation, will raise awareness on the action plan and will provide technical support to Parliament to review the legal apparatus to ensure compatibility with the action plan.	
Quality Criteria	Quality Method	Date of Assessment
Awareness created around the action plan	Number of recipients and reaction/feedback to the action plan Media campaign: Number of outlets used, number of presentations (spots, billboard, articles, press, etc...) and reaction/feedback to the campaign	Quarterly and annually
Consultation/support meetings conducted	Number of consultation/support meetings held, number of participants, and proceedings of meetings.	Quarterly and annually
Legal reform	Number of propositional law drafted	Quarterly and annually

PART VII. LEGAL CONTEXT

- **Legal Context**

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".

If the country has not signed the 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 the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, 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.

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**ANNEX 1:
RISK ANALYSIS**

For further sustainability of the project, its related risk factors have also been looked at and countermeasures have been identified as per the following:

Description	Type	Impact/Probability (1= low, 5= high)	Countermeasure
Lack of responsiveness and coordination from stakeholders	Administrative	This may cause a delay in implementation of some activities (including the training sessions) <i>P = 3</i> <i>I = 4</i>	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
Political instability and security situation in the country	Political/Security	Political or security changes can hinder access to site and delay in receiving legal issues <i>P = 2</i> <i>I = 5</i>	Close coordination with UN DSS
Difficulty in identifying adequate experts/consultants	Operational	This would substantially delay the initiation of specific planned activities <i>P = 3</i> <i>I = 3</i>	Use of different databases (local and international) and involvement of different units from the CO and HQ. Postings on different outlets, and head hunting initiatives.