United Nations Development Programme

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United Nations Development Programme
Country: LIBERIA
Project Document

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Project Title: *PDG/OECD Capacity Support for the Liberia National Police (LNP)*

UNDAF Outcome(s): Outcome 1: National and local level officials increasingly have the capacity to provide security, manage conflict and prevent violence

Outcome 2: Democratic, accountable and transparent governance is being advanced in a participatory and inclusive manner and in accordance with human rights standards.

Expected CP Outcome(s):

The rule of law strengthened, upholding international human rights standards; Accountable security sector established and functioning

Expected Output(s): Standardized training manual on investigations and accompanying training curricula; Coordination mechanisms at LNP.

Implementing Partner: MoJ/LNP, UNPOL, UNDP

Responsible Parties: MoJ/LNP, UNPOL, UNDP

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Brief Description

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In March 2009, the Ministry of Justice (MoJ) sent an official request for PDG assistance to support its ongoing justice and security reform. At the invitation of the Liberia Ministry of Justice and at the request of the PDG Steering Group, a consultant visited Liberia from May 2009 to assess the feasibility of providing technical assistance to enhance the capacities of the Ministry of Justice[1] to conduct investigations of criminal offenses including sexual and gender-based violent crimes. Partnering with UNDP, the PDG pilot project will strengthen the capacity of the Police Academy and in particular its Department of Training and Development, to coordinate, standardize and develop advanced, specialized trainings for the LNP including for the Women and Children's Protection Section (WCPS) to investigate criminal offenses. The project will enhance the capacity of the Office of the Inspector General to coordinate internally and externally on training, fundraising and other strategic projects.

Programme Period:	2008-12	2010 AWP budget:	128395Euros
Key Result Area (Strategic Plan): Democratic Governance		Total resources required	128395 Euros
		Total allocated resources: 28395 Euros	
Atlas Award ID:	_____	• Regular	_____
		• Other:	
Start date:	June 2010	o Donor	_____
End Date	March 2011	o Donor	_____
PAC Meeting Date	_____	o Donor	_____
Management Arrangements:	Direct Implementation	o Government	_____
		Unfunded budget:	_____

Agreed by : The Ministry of Planning and Economic Affairs: *Sebastian Muah*

Agreed by: The Ministry of Justice (MoJ/Liberia national Police (LNP): *Christiana Tah*

Agreed by: UNDP: *[signature]* 13/7/10

I. SITUATION ANALYSIS

In March 2009, the Ministry of Justice (MoJ) sent an official request for PDG assistance to support its ongoing Justice and Security Sector reform. At the invitation of the Liberian Ministry of Justice and at the request of the PDG Steering Group, a consultant visited Liberia from May 2009 to assess the feasibility of providing technical assistance to enhance the capacities of the Ministry of Justice[1] to conduct investigations of criminal offenses including sexual and gender based violent crimes. The following project comes from the Liberian Ministry of Justice's request for PDG assistance, from the Liberia mission assessment in May 2009, and from the follow-up visits in December 2009 and February 2010.

Over the past year, several UN agencies[2], donors such as the US, Sweden, the EC, Norway, Ireland and others, and other stakeholders such as the Norwegian Refugee Council (NRC) have enhanced their support, funding and interventions at strengthening various aspects of justice reform, with particular emphasis on judicial, prosecutorial and law enforcement capacities of the Liberia government.

There continue to be gaps in the security sector such as the underfunding of the National Police and Training Academy[3] (NPTA), or its need to develop a sustainable advanced investigative training curriculum, as stated in the Strategic Plan[4]. Despite the fact that various stakeholders have provided training for the LNP, general coordination, coherence and sustainability of these efforts continue to be a challenge for the LNP. These issues take on more urgency as UNPOL's mandate may end as soon as 2011, after the presidential elections. The LNP will face added pressure to secure civil stability and the need to have a unified Liberia standard for training as well as being able to provide stewardship to coordinate other ongoing training activities.

II. STRATEGY

In the past several months, promising and significant progress has been made that demonstrates the Government of Liberia's commitment to Security Sector Reform. This includes: the appointment of a new Minister of Justice as well as a new Director of Police; the upcoming addition of another Judge to the special SGBV Court "E"; the establishment of a gender based violence taskforce co-chaired by the GoL and the UN; the possibility of finally having a working forensics lab for Liberia; UNPOL's mobilization to support the capacity of the LNP; and the launch by the UN of a comprehensive set of projects to solidify the Security Sector infrastructure and capacity. In the latter, UNDP has launched a Justice and Security Sector Reform request for funding projects in policing, corrections, as well as immigration and customs.

During visits to Monrovia from the PDG Advisory Unit, the GoL, including the LNP, and other stakeholders emphasized weak investigative capacities of the LNP, including lack of proper evidence collection amongst other technical issues, which are seriously undermining the ability of the Government to prosecute crimes, particularly sexual and gender-based crimes. In addition, in country meetings determined that support to key parts of the Rule of Law and Justice Sector were needed in the short term to complete the picture, in particular, investigative training to support the wider LNP, rather than just focusing on the WCPS.

III. PROJECT DESCRIPTION

A. Goal
To support the capacity of the Liberia National Police in training and coordination.

B. Objectives

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[1] The Ministry of Justice also oversees the Liberia National Police (LNP)

[2] UNDP, UNPOL, UNMIL, UNFPA, UNICEF, WHO, UNHCR, UNIFEM

[3] As emphasized in the report "Examining the Possibilities for Security Sector Reform---Liberia Case Study"

[4] Liberia National Police (Republic of Liberia): Strategic Plan 2009-2013 (pp. 22-3, 28-9).

Partnering with UNDP, the PDG pilot project will strengthen the capacity of the Liberia National Police and in particular its Department of Training and Development at the National Police Training Academy (NPTA), (1) to standardize and develop specialized trainings for the LNP on advanced investigation skills. Additionally, the project will (2) enhance the capacity of the Office of the Inspector General to coordinate internally and externally on training and with donors, in-line with OECD/DAC aid effectiveness principles.

C.   Staffing/Expertise

There will be a total of *two expert consultants* that will be hired specifically for the project, including the:

- **Project Manager/Training and Curricula Development Expert** will be based at the National Police Training Academy and will be responsible for successful delivery of all training outputs of the project.

- **Special Projects Coordinator** for the Inspector General will be based at the LNP headquarters and whose main task will be to coordinate and liaise for the Inspector General on issues of training as well as priority special projects/tasks. The SPC will be responsible for all coordination outputs of the project.

The Project Staff will work in close cooperation with the Liberia National Police, UNDP and UNPoL as necessary. The consultancy work will last during the period of 9 months or 270 days and will include in-country work.

Final selection of the consultants will be made by the designated senior Liberia National Police official as assigned by the Minister of Justice (or her designate) from among candidates provided through a recruitment process through UNDP, in line with UNDP's procurement and recruitment rules. OECD's implementing partner is UNDP and will be responsible for the procurement and contracting of consulting services. Interviews will be conducted by a panel of the LNP/GoL, PDG and UNDP.

IV.   PROJECT IMPLEMENTATION

A.   Objective 1.   Develop Customized Trainings

(1.)   *The Project Manager[5] will work with the NPTA training team to conduct an assessment of existing training in investigations that will include:*

- An assessment of various trainings already taking place directly under the NPTA and done by other stakeholders in all 15 counties. The assessment report will also include a component looking at current ongoing coordination efforts.

- Meet different partners and stakeholders (list will be provided by the relevant UN entities and other stakeholders) working in the security and justice sectors in Liberia and become familiar with the current developments and any capacity building and training materials in which are available.

- Review the existing training system for law enforcement bodies with specific attention to police.

- Meet with police officers who are directly involved in criminal investigation, to support identification of training content.

- Compile all existing training manuals for the LNP including ones dealing with SGBV, gender, protection and particularly those with sections on investigative training.

- Assess the remaining gaps and further advanced training needs for the LNP in investigations and possible gaps between training and practice (e.g. why police officers have not always been able to apply their trainings optimally on the ground).

- Based on all of the above, derive a set of recommendations to identify and prioritize immediate needs and actions needed to optimize the investigative capacity through the development of the LNP and the ability of the NPTA to support these changes.

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[5] See specific TORs for this position

(2.)   *Depending on the needs identified by the assessment, the Project Manager will work with the NPTA to develop a standardized investigative training manual for the LNP through a learning process of that will harmonize the manual and then developing curricula.*

- Revise training methodology and structure of the program as well as finalise training materials.
- Identify senior trainers within the National Police Training Academy (NPTA) with the help of LNP leadership.
- Conduct a Training of the Trainers with senior trainers in the new materials and curricula.
- Evaluate the effectiveness of the new materials and adjust materials accordingly.

(3.)   *After the TOT, the senior trainers will then conduct a pilot class of training with the newly designed curricula and training modules.*

- Deliver a pilot training for group of senior investigators as identified by the Liberia National Police (LNP).
- Part of the training will include on-the-job coaching (which could be overseen by the Program Manager and conducted by Senior Trainers) to help the trainees follow up with issues they have on the job.
- At the end of the pilot period, the participants will be given an examination/evaluation to assess their learning, the effectiveness of the curricula and teaching methods and as well as their ability to apply this learning on the job.
- The trainees who pass the examination by the end of the pilot class will receive a certificate and an evidence collection kits upon completion of the course.
- NPTA staff will use the evaluations to improve the training modules and methods.

(4.)   *Additional components depending on cost and time available may be creating a training spreadsheet to track who has received what training and how many hours of training each police officer has had, etc.*

B.   Objective 2. Supporting Coordination Capacity at Liberia National Police
Through a Special Projects Coordinator (based in the Inspector's General's office at the LNP)[6], the project will ensure enhanced coordination, coherence between various stakeholders, including, but not exclusively, by:

- Establishing mechanisms (working group, meetings with donors and stakeholders) to ensure coordination with the LNP and stakeholders on activities related to the LNP, as specified by the Director of Police.
- Ensuring proper liaison and coordination takes place with donors and other stakeholders involved in police training, and other related issues with the Liberia National Police, and that all projects/activities are in-line with the LNP Strategic Development Plan.
- Regularly liaising and providing feedback to the Office of the Minister of Justice, as directed by the Director of Police.
- Coordinating with the Project Manager and NPTA on operational or administrative issues for the project.

C.   Expected Outputs/Deliverables

- ***Assessment Report*** with operational recommendations to address gaps and actions (this document shall not exceed 10 pages excluding annexes).
- ***Standardized training manual on investigations*** (advanced) and ***accompanying training curricula*** and modules (if determined as a need by the report).
- ***Evaluations for TOT and pilot training conducted***, with evaluations to feed back into the process.

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[6] See specific TORs for this position.

- *Final report with evaluation of project,* including operational and programmatic lessons learned, with analyses of training outcomes, suggestions for improvements and next steps for Monitoring and Progress controls. Submit finalized training materials and related documents (power point presentation, handouts, leaflets, etc.) as part of the final report.
- *Follow on funding opportunities* identified for all or part of the project.

D. Expected Result

The Liberia National Police Training Academy (NPTA) will improve its ability to develop and deliver investigative trainings particular to the Liberia context; and will improve the coordination and coherence of activities between various stakeholders.

E. Methodology

The project will leverage the materials, the expertise and the experience with previously conducted trainings in Gender, Protection, Investigations, Sexual and Gender-Based (SGB) crimes, Community and Basic Policing. The initial survey will outline who is doing what (or which organizations/agencies did what) as well as who the current donors are. In addition, the survey should look into needs beyond Monrovia, to see what the gaps are in the provincial police operations. The survey will serve as a baseline from which the Project Manager will develop a work plan. Finally, the survey will draw from the evaluations from previous trainings in order to develop more effective curricula and modules. The Project Manager will work closely with the NPTA to ensure that there is coordination, collaboration and knowledge transfer from the beginning of the project.

The Partnership for Democratic Governance (PDG) is a multilateral group of like-minded countries and organisations whose goal is to assist states in post-conflict and fragile situations to build their governance capacity to improve service delivery and performing of core functions. Maintaining security and upholding justice are key functions of government and take on added importance in post-conflict contexts, such as in Liberia. Principles of developing capacity and supporting a sustainable, impactful project will be considered paramount. The PDG Advisory Unit will be involved in the process by offering need inputs and technical advice as relevant at various points throughout the project. The Advisory Unit will also feed in relevant lessons learned on good donorship, program design, management and evaluation, and likewise draw lessons from the project after its completion.

F. Scope of Work

The PDG/OECD is collaborating with UNDP to provide capacity support to authorities in Liberia under its Rule of Law/Security Sector Reform Program. The overall objective of the program is to enhance the stabilization of security process in Liberia by improving law enforcement, particularly investigations with respect to gender and child protection.

Critical to the task of assisting Liberia to develop an accountable and efficient police service that is respected by and accountable to the Liberian people is to ensure that there is total compliance with and strict adherence to human rights standards in all activities undertaken by police.

This strategy also requires that there is effective criminal investigation capacity for all types of crimes. To pursue this objective it is necessary to train to support the capacity of the Liberia National Police (LNP) in this respect. Basic and advanced training materials prepared within the frame of this project may include, but not be limited to:

- General overview of penal and criminal law, some modules will focus on SGB Crimes;
- International standards on conducting investigations;
- Crime scene management;
- Observation and communication skills;
- Interviewing skills and techniques;
- Sources and analysis of information;
- Physical evidence;

- Protection of victims during the investigations process, particularly women, children, elderly and disabled;
- Suspects and perpetrators afforded basic rights;
- Case file management;
- Cooperation with Prosecution and Judiciary;

The development of the training will include a detailed curricula and modules, and guidelines for facilitators to continue the training (including recommendations for the further trainings as appropriate).

G.   Timeline

The project duration will be 9 months from June 2010 until March 2011. The project team will be responsible to submit quarterly reports to the Governing Board A final report will be due 30 days after the end of the project and will include an overview of the activities and targets met; an evaluation of the project and lessons learned. In addition, any project deliverables including modules, presentations, information or any other documentation should be submitted with the final report.

H.   Coordination

In accordance with PDG principles and methodology, the externally hired consultants will form an integral part of the Liberian team for the time they are there and will maintain regular liaison and communications with the Ministry of Justice, NPTA and LNP will provide in-kind inputs (training and meeting space, access to telephone/internet, logistical support, security, etc).

PDG will liaise on a regular basis with its partner the UNDP and the project team to provide guidance on the project as needed, and ensure the deliverables are completed in a timely fashion. PDG/OECD's contact at the UNDP will be Mr. James Verdier Jr., Program Manager for the Rule of Law Program. *PDG's liaison with the Government of Liberia will be Ms. Asatu bah-Kenneth, Assistant Minister of Justice for Administration and Ms. Rose Stryker, Advisor to the Assistant Minister on Police and SGBV.* The project team will liaise as appropriate with UNDP, UNPoL and other stakeholders. The external project team will be accountable to Mr. Marc Amblard, Director of Police.

PDG/OECD's implementing partner is UNDP and will be responsible for the procurement and contracting of consulting services. UNDP will work with relevant UN agencies as well as the Ministry of Justice and particularly the LNP to ensure the effective implementation and timely completion of the project.

I.   Governing Board/Oversight Committee

The Governing/Board Oversight Committee will be headed by Mr. Amblard, Director of Police and will include representatives from the PDG Advisory Unit, the UNDP, the Minister of Justice's office, UNPoL, relevant stakeholders (donors, NGOs, etc.), as agreed upon by the Government of Liberia, the PDG-OECD and the UNDP. The purpose of this board is threefold, to provide: monitoring and oversight, both programmatic and fiscal; advice on the content of the training manuals and curricula; and the coordination among stakeholders on related police training activities. A representative appointed by the Minister of Justice will determine membership on behalf of the Government of Liberia.

K.   Sustainability (UNDP)

In order to sustain the impact of the project, the PDG will work in tandem with the LNP and its Director of Police of the LNP, in liaison with the Ministry of Justice, to help locate follow on funding. In addition, the Project Team, particularly the Special Projects Coordinator (SPC) will work to support capacity as well as look for follow on funding to continue the activities after the project period.

J.   Possible Challenges

As the National Police extends and deepens its operations in Liberia, there are ongoing challenges that will affect the prosecution of cases beyond the investigative aspects. Limited technological, administrative and operational capacity may hamper the impact of the project. Little or lack of follow on funding for the NPTA will affect capacity built by the project. Salaries of police officers in the NPTA or in the field paid late may also be a hindrance.

Additional challenges for Police Officers conducting investigations of SGB and other crimes may include:

- Difficulty in collecting evidence and performing forensics analysis and services.
- Lack of access or availability of evidence collection equipment, proper storage and rape kits in rural areas may be an impediment.
- Lack of logistical and administrative capacity and resources in the field.
- Rate of literacy may be so low that doing basic reports is a challenge.

V. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

1: National and local level officials increasingly have the capacity to provide security, manage conflict and prevent violence

Outcome 2: Democratic, accountable and transparent governance is advanced in a participatory and inclusive manner and in accordance with human rights standards.

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

Indicators: Effectiveness of trainings provided by LNPTA after the project; Continuous assessment of training quality takes place after the project; Sufficient resources available through coordinated donor support.

Baseline: Established by Assessment at the beginning of the project.

Target: To have an effective and sustainable national investigation training mechanism in place.

Applicable Key Result Area (from 2008-12 Strategic Plan): *Pillar 2: Democratic Governance: Component 2 Peace and Security Consolidation*

Partnership Strategy: Work with PDG/OECD, MOJ/LNP, UNPOL, and other stakeholders as needed.

Project title and ID (ATLAS Award ID): PDG/OECD Capacity Support to the LNP

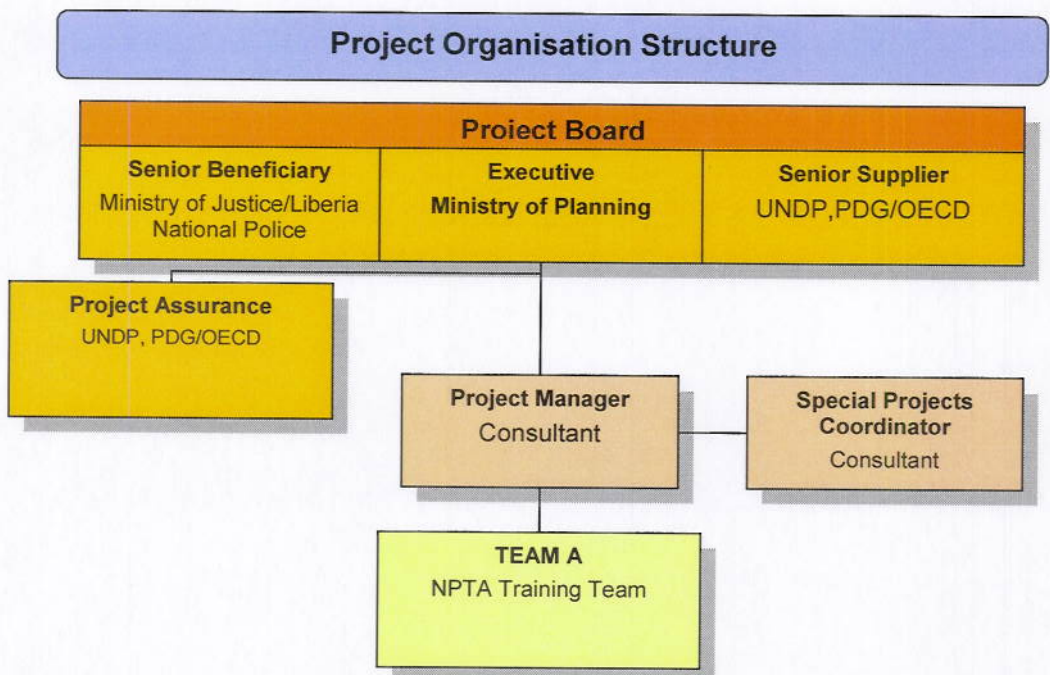| INTENDED OUTPUTS	OUTPUT TARGETS FOR PROJECT	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Specify each output that is planned to help achieve the outcome. *For each output, include a baseline with associated indicators and targets to facilitate monitoring of change over time.* *Each output shall ultimately become a Project ID in Atlas.* **Output 1: Training Materials and Pilot Trainings** Baseline: TBD by Assessment Indicators: # of training materials/modules produced # of participants in TOTs # of participants in Pilot # of post-training evaluations collected	*Use this column for more complex projects where an output takes more than one year to produce.* Targets N/A	*List activity results and associated actions needed to produce each output or annual output targets. Each activity result shall ultimately become an Activity ID in Atlas.* **1 Activity Result: Assessment Report that outlines training and coordination needs for the LNP.** ▪ Action: Assessment designed and conducted with the LNP in conjunction with the NPTA team. ▪ Action: Gaps identified and priorities for the project developed. **2 Activity Result: Training Materials for advanced investigative trainings for police.** ▪ Action: Standardize existing materials (manuals and curricula/modules) ▪ Action: Develop new materials (manuals and	*Specify parties that have been engaged by the executing entity to carry out these activities* Project Team/LNP/UNDP Project Team/LNP/UNDP	*Specify the nature and total costs of the UNDP inputs needed to produce each output.* Consultant costs, equipment/supplies Consultant costs, equipment/supplies, participant travel, training

		Project Team/LNP/UNDP	costs
	curricula modules) **3 Activity Result: Trainings (ToT and Pilot)** ▪ Action: Conduct Training for Senior Police Trainers. ▪ Action: Conduct Pilot Investigative Training for Senior Investigators.	Project Team/LNP/UNDP	*Consultant costs, equipment/supplies*
Output 2 Coordination Baseline: TBD by Assessment Indicators: Tracking system developed # of coordination meetings held with minutes taken (tbd if needed through assessment)	Targets - - **1 Activity Result: Donor Activity Tracking System (if det. as a need)** ▪ Action: Develop a donor tracking database to monitor budget/funding, program activities and reporting schedule ▪ Action: Identifying relevant stakeholders to participate. **2 Activity Result: Coordination Meetings held (for donors, stakeholders) (if det. as a need)** ▪ Action: Determine type of coordination meetings to be held (who, on what topic) ▪ Action: Hold meetings on a monthly or bimonthly basis.	Project Team/LNP/UNDP	*Consultant costs, equipment/supplies*

VI. ANNUAL WORK PLAN

Year: 2010-1

EXPECTED OUTPUTS *And baseline, associated indicatorsand annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1 Training *Baseline: TBD by Assessment* *Indicators:* # of training materials/modules produced # of participants in TOTs # of participants in Pilot	1. Activity Result: Assessment Report that outlines training and coordination needs for the LNP. ▪ Action: Assessment designed and conducted with the LNP in conjunction with the NPTA team. ▪ Action: Gaps identified and priorities for the project developed.	X X X				*Project Team/LNP/UNDP*	PDG/OECD	Project Manager(w/all costs) Equipment and Supplies/Comm	54000€

Indicators / Activity				Responsible	Funding	Budget Description	Amount
# of post-training evaluations collected							8195 €
2. Activity Result: Training Materials for advanced investigative trainings for police.	X	X	X				
▪ Action: Standardize existing materials (manuals and curricula/modules)	X	X	X				
▪ Action: Develop new materials (manuals and curricula modules)	X	X	X	*Project Team/LNP/UNDP*	PDG/OECD	Travel (local)*	13500
Targets:							
Related CP outcome:							
3 Activity Result: Trainings (ToT and Pilot)	X						
▪ Action: Conduct Training for Senior Police Trainers.	X	X					
▪ Action: Conduct Pilot Investigative Training for Senior Investigators.	X	X		*Project Team/LNP/UNDP*	PDG/OECD		
Output 2 Coordination							
Baseline: TBD by Assessment							
Indicators:							
Tracking system developed	X	X					
# of coordination meetings held with minutes taken	X	X	X				
1. Activity Result: Donor Activity Tracking System (if det. as a need)	X	X					
▪ Action: Develop a donor tracking database to monitor budget/funding, program activities and reporting schedule	X	X	X				
▪ Action: Identifying relevant stakeholders to participate.	X	X	X	*Project Team/LNP/UNDP*	PDG/OECD	Special Projects Coordinator (National)	31500€
						Equipment and Supplies/Comm	2500€
Targets:							
Related CP outcome:							
2. Activity Result: Coordination Meetings held (for donors, stakeholders) (if det. as a need)	X	X	X				
▪ Action: Determine type of coordination meetings to be held (who, on what topic)	X	X	X				
▪ Action: Hold meetings on a monthly or bimonthly basis.	X	X	X	*Project Team/LNP/UNDP*	PDG/OECD	UNDP (7% GMS)	7854
TOTAL							117549

*International Travel will be arranged by PDG/OECD from Paris.

VII. MANAGEMENT ARRANGEMENTS

Project Organisation Structure

Project Board		
Senior Beneficiary Ministry of Justice/Liberia National Police	**Executive** **Ministry of Planning**	**Senior Supplier** UNDP,PDG/OECD

Project Assurance
UNDP, PDG/OECD

Project Manager
Consultant

Special Projects Coordinator
Consultant

TEAM A
NPTA Training Team

VIII. MONITORING FRAMEWORK AND EVALUATION

PDG/OECD

The OECD's Partnership for Democratic Governance Advisory Unit will monitor the project once during the project cycle and then conduct the evaluation after the completion of the project. One interim and one final fiscal and programmatic report will be required by UNDP in conjunction with the project team and will include a specific questionnaire on lessons learned during the project.

UNDP

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

<u>Within the annual cycle</u>

➤ 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

<u>Annually</u>

➤ **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.

In case a project evaluation is required, please indicate the justification and proposed timing for the evaluation. A project evaluation is required only when mandated by partnership protocols such as GEF. However, a project evaluation may be required due to the complexity or innovative aspects of the project.

IX. 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".

ANNEXES

Agreements: Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs[7] (where the NGO is designated as the "executing entity") should be attached.

Terms of Reference: TORs for key project personnel are attached.

PDG/OECD M&E Framework is attached.

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[7] For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.