

**United Nations Development Programme  
Country: Georgia**

**Project Document**

**Project Title:** Support to the development of Red Bridge Border Crossing Point between Azerbaijan and Georgia

**Expected Output(s):** Capacity of Customs agencies of Georgia and Azerbaijan in sanitary, phyto-sanitary and veterinary control enhanced.

**Implementing partner:** UNDP

**Responsible Parties:** UNDP, Revenue Service of Georgia

**Brief Description**

The overall objective of the project is to support the Governments of Azerbaijan and Georgia in securing their borders and facilitating the legal passing of persons and goods at the Red Bridge Border Crossing Point (BCP). It will do so by providing joint training on BCP sanitary and phyto-sanitary (SPS) controls, as well as developing the necessary infrastructure and equipment on both sides, namely a secured customs area in Azerbaijan and SPS control facilities in Georgia, including sampling equipment.

Programme Period:	2016-2020	AWP Budget:	1,330,000 EUR (Equivalent in USD)
Key Result Area (Strategic Plan)	Outcome 3	Total resources required:	1,330,000 EUR (Equivalent in USD)
Atlas Award ID:	00087551	Total allocated resources:	1,330,000 EUR (Equivalent in USD)
Project ID:	00094508	• Regular	
Start date:	01 January 2016	• Other/ EC:	1,064,000 EUR (Equivalent in USD)
End Date:	31 December 2017	UNDP	N/A
PAC Meeting Date		Government	266,000 EUR (Equivalent in USD)
Management Arrangements services	NEX with support		

Agreed by the Revenue Service of Georgia:

Mr. Giorgi Tabuashvili, Director-General of the Revenue Service of Georgia

Agreed by UNDP:

Mr. Niels Scott, UNDP Resident Representative

## I. Situation Analysis

Azerbaijan and Georgia are located on the crossroads of Europe and Asia, and the Red Bridge BCP is the main crossing point between them and, to a large extent, between the two regions.

### Azerbaijan:

The Republic of Azerbaijan lies on a strategically important crossroad within the scope of geographical location in relation to international trade and transport corridor. Efficient development of transit area, integration into global economy, development of transit links is one of the main priorities of the economic policy of the Azerbaijan Republic.

The Government of Azerbaijan's development priorities are outlined in *Development Concept "Azerbaijan – 2020"*. It defines Azerbaijan's main objectives as the transition from the traditional economy to a "knowledge-based economy", boost of economic efficiency and competitiveness, and innovation-based progress. State Customs Committee fully adheres to this strategy and is an important player in its implementation.

EU relations with Azerbaijan are governed by the EU-Azerbaijan Partnership and Co-operation Agreement (PCA) signed in 1996 and entered into force in 1999, and the European Neighbourhood Partnership Action Plan from 2005. Since 2009, the EU and Azerbaijan have been negotiating an Association Agreement to succeed the PCA, although progress has recently stalled. A visa facilitation and readmission agreement came into force in September 2014.

Since 2008, Azerbaijan is also engaged in Performance of Veterinary Service Pathway (PVS), a framework developed by the World Organisation for Animal Health (OIE) to strengthen the Veterinary Service towards alignment with international standards. For the implementation of commitments, the OIE produced 2 reports: OIE-PVS report and the subsequent PVS-Gap Analysis report which were both endorsed by the Government of Azerbaijan and form part of the initial PVS Pathway.

In collaboration with the Food and Agriculture Organisation (FAO), the Ministry of Agriculture of Azerbaijan prepared and submitted to the Cabinet of Ministries a "National Strategy on Food Safety" and "Law on Food Safety", both of which are awaiting approval. In addition, based on the food safety strategy, FAO has developed a draft action plan.

### Georgia:

Georgia recently adopted a new Integrated Border Management Strategy and Action Plan covering the period from 2014-2018. The strategy, endorsed by the Prime-Minister, is a logical continuation of the first IBM strategy (2008-2013) and outlines major directions of reform for border management agencies. The IBM policy in the country is directed at improving inter-agency and international cooperation.

Second Progress Report of the EU Commission on Georgia's progress in implementation of Visa Liberalisation Action Plan noted that all requirements set for Integrated Border Management part of the document have been successfully implemented by Georgian authorities by May 2015.

Georgia signed an Association Agreement (AA) with the EU in June 2014 and set out an EU-Georgia Association Agenda which defines priorities for 2014-2016 with a view to implement the AA along with a Deep and Comprehensive Free Trade Area (DCFTA). Provisional application (notably its trade part) started as of 1 September 2014 and initial provisions of the Deep and Comprehensive Free Trade Area started in July 2014.

Considering the importance of ensuring the accurate assessment of custom duties and proper enforcement by the customs administrations of prohibitions, restrictions and measures of control in respect of specific goods and recognising the need for international cooperation, Azerbaijan and Georgia institutions have signed an Agreement on Mutual Assistance on general co-operation, committing to exchanges of information and closer collaboration.

## II. Problem Statement

## **Azerbaijan:**

Customs control in Azerbaijan is managed by the State Customs Committee, whose main priorities are trade facilitation and security of the supply chain. Since 2008, it has been charged with border veterinary and phyto-sanitary inspections at BCPs, and since 2009 it has adopted a 'single window' approach in its activities. A modernised customs code (developed with support of the EU) was adopted in 2012. By 2013, the Government of Azerbaijan has modernised all five BCPs in line with these principles. At the moment, the SCC is implementing the Action Plan on the Development of the State Customs Committee of the Republic of Azerbaijan for 2012-2016. Two of its main priorities focus on:

- *Follow-up to the building of border customs check-points in line with international standards;*
- *Establishment of customs warehouses and temporary storages and construction of customs terminals.*

On the Azerbaijani side, from a customs perspective, the two key challenges are:

- The need to improve SPS sampling at the border. While central national SPS laboratories are in place and a national framework is being established, BCPs remain a weak point in the system as the SCC does not have adequate equipment to collect and store samples. Mistakes in sampling often lead to incorrect results, or require repeated sampling which further delay waiting times at borders;
- Lack of a secure customs clearance area. The lack of a secure customs clearance area outside of the BCP means that shipments which cannot be cleared immediately hold up processing for all shipments. A secure 'overflow' area would allow for secondary checks and facilitate border flows, in line with OSCE recommendations. While the SCC has plans to establish a dedicated terminal area at Red Bridge (in line with their action plan), establishing fencing would kick-start this process and provide a base for the Government to continue with their investments.

## **Georgia:**

In Georgia, customs control falls under the remit of the Georgian Revenue Service (RS), which is part of the Ministry of Finance. The Georgian RS is also responsible for dealing with phyto-sanitary, veterinary and sanitary controls at BCPs. Red Bridge BCP along with other international BCPs was renovated in 2012-13. After the signature of the Association Agreement with the European Union and the Deep and Comprehensive Free Trade Agreement (DCFTA), Georgia has now committed to adopting EU standards in many key areas – specifically chapter 4 on sanitary and phyto-sanitary measures.

On the Georgian side, the main challenges are related to establishing facilities for EU standard SPS verification at the BCP. While checks are currently being carried out, they do not meet the requirements set out in the DCFTA, and need to be upgraded. This requires the establishment of a dedicated facility along with sampling and laboratory equipment. Sanitary, veterinary and phyto-sanitary services as part of the customs, was identified as the segment needing most support within the Georgian customs, not least given the obligations of EU-Georgia association agreement as well as supporting trade facilitation with Azerbaijan.

In the case of both countries, training on modern SPS procedures and sampling will be necessary to match the new equipment. Bearing in mind the principles of integrated border management (IBM), this training should include both the SCC and the RS, establishing the basis for potentially similar SPS verification in the future.

### **III. BENEFICIARIES AND TARGET GROUPS**

In the Republic of Azerbaijan the main beneficiary will be the State Customs Committee, which has sole responsibility of customs and Sanitary and Phyto-sanitary Standards checks at the border.

In Georgia the main beneficiary will be the Revenue Service (RS) of the Ministry of Finance, which is responsible for customs and SPS checks at the border. At present, the Red Bridge BCP does not have facility to carry out SPS controls on spot and therefore fails to meet international standard in this regard.

Indirect beneficiaries will be importers and exporters that use the Red Bridge BCP, as they should benefit from quicker processing at the border.

The final beneficiaries will be the citizens of both countries who will benefit from increased SPS security. The citizens of EU will also benefit through improved and facilitated trade flows.

#### IV. STRATEGY

The overall objective of the project is to contribute to facilitation of the movement of goods across border between Georgia and Azerbaijan, while at the same time maintaining secure borders through the enhancement of bilateral and multilateral co-operation among the target countries, and EU Member States. A key focus of the project will be sanitary and phyto-sanitary measures, as these aspects are increasingly important to both countries.

**Specific objectives of the project** are to support institutional development and capacity building of the Georgian RS and SCC of Azerbaijan, including building capacity to carry out SPS controls and exchange of information as appropriate as well as to improve their operational capacities through provision of better infrastructure and modern technology.

Project activities will be mostly carried out at Red Bridge BCP between Georgia and Azerbaijan. However, Revenue Service Staff from other BCPs and HQ will also benefit from capacity building activities carried out by the project.

It is anticipated that the experience gained during the implementation of the project would be replicated by the Customs Authorities of Georgia and Azerbaijan at other parts of the state border.

Facilitation of trade at the border requires provision of modern infrastructure and equipment; well-defined intra-Agency, inter-Agency and international cooperation and information sharing between Customs authorities; professional skills training and zero tolerance of corruption.

The project seeks to meet all of the above requirements, in order to achieve the ultimate goal of facilitation of legal trade, and in so doing meet the overall objective.

The Project will reach these objectives by taking a bilateral and national approach. Subsequently, support will be provided to the relevant customs agencies through training and workshops on the best SPS practises in Europe. The sharing of expertise from EU Member States and relevant international agencies will play an instrumental role in ensuring effectiveness of these activities.

The Project will be implemented through three major activities. This approach will allow the Project team to deliver its expertise and transfer knowledge in a harmonized, gradual and coherent manner.

The specific **objectives** of the project are to:

- Develop closer cooperation among the Georgian RS and Azerbaijani SCC especially in the area of SPS;
- Facilitate trade between Georgia and Azerbaijan.

It is anticipated that at the end of the project the following **results** will be achieved:

- Improved capacity of both Georgian RS and Azerbaijani SCC in the management of SPS related issues through strengthening systematic SPS control, assessment of training needs, development of ToT modules (to ensure systematic SPS trainings for staff and new recruits), availability of certified trainers in SPS issues; incorporation of SPS related issues to the curriculums of the national customs academies of both countries to ensure sustainability;
- Improved secure traffic flow on the Azerbaijani side of the Red Bridge achieved through improved SPS controls of Azerbaijani SCC and the establishment of fenced-off control area according to the baseline indicators and statistical info provided by SCC;

- Improved secure traffic flow on the Georgian side of Red Bridge achieved through improved SPS inspection facilities according to the baseline indicators and statistical info provided by RS.

### **Main activities**

To achieve the results above the following groups of activities (modules) shall be undertaken, as follows:

**Module 1 (Border Management):** Joint Training in EU SPS border check norms for key personnel of Azerbaijani SCC and Georgian RS. The training will be broken down into four chapters:

- General SPS Control Checks at EU Border Inspections Posts (for all);
- Phytosanitary (Plant Health) Issues (for Phytosanitary Inspectors)
- Veterinary (animal health) Issues (for Veterinary Inspectors)
- Food Safety (for all):

This module builds on existing trainings that Georgian and Azerbaijani customs authorities carry out but for which additional technical support is required and beneficial. The role of national administrations benefitting from the trainings should be reflected in sustainability plan developed by partner countries ensuring development of the *train-for-the-trainers* methodology to be applied within training activities.

Additionally, trainings will focus on SPS control at border inspection posts and its technical aspects.

**Module 2 (Infrastructure and Equipment):** Infrastructure and equipment support to Georgian RS to facilitate movement and increase security at Red Bridge. This will include:

- Construction of SPS facilities: Building of infrastructure for veterinary (live animals, products of animal origin HC and NHC) and phytosanitary control, including inspection and unloading rooms for different temperature regimes.
- Procurement of equipment for the inspection of the goods being the subject of SPS control (sampling).

**Module 3 (Management, Monitoring and Evaluation):** Project management will be carried out as stipulated in chapter VII of this document.

### **V. Training of Trainers**

In order to reach a broad and lasting dissemination of the project objectives specific Training of Trainers Programmes will be developed under Module 1 “Joint Training in EU SPS border check norms for key personnel of Azerbaijani SCC and Georgian RS”.

The train-the-trainer concept will be implemented both in advanced on-the-job training as well as in initial education of related officers in both countries.

The ToT programme is expected to reach a broad and lasting implementation of the concept into the education of professionals and will be available beyond the projects duration.

Permanent skills transfer and sustainability of performance improvement are just two compelling arguments for developing ToT programmes instead of ad hoc trainings.

Just a few of the real benefits of this approach can be summarized below:

- Reduced long-term dependence on expensive external resources

- Credibility of the trainers because they understand internal procedures and processes and customer needs
- Enhanced career opportunities from the development of additional skills
- Enhanced integration because the trainers understand the organization's culture, mode of operation, and informal communication methods

The Project should be involved into the whole chain of ToT programme development and implementation, including:

- Assistance of SSC and RS in developing selection criteria for Trainers and participate in the selection;
- Assistance of SSC and RS in conducting needs assessment of existing training providers for better synergy with the new ToT programme;
- Assistance of SSC and RS in better institutionalization of the ToT programme.

Sustainability Plan:

All trainings delivered both in Georgia and Azerbaijan will imply **certification** of the trainers.

Following training programmes are considered:

- 1) General training on customs conventions (e.g. container control, Kyoto and etc)
- 2) Implementation of phytosanitary, sanitary and veterinary control on border checkpoint
- 3) Classification of Genetically Modified Organisms
- 4) Modern principles of control of the cargo, transport means and hand language on the border check points.

After completion of the ToT programme, Customs Academy of Azerbaijan SCC will incorporate training modules to complement existing curriculum and to ensure sustainability of the training delivered within the framework of the Project.

The HR division of Georgian Revenue Service permanently conducts advanced and on-the-job training courses for the incumbent customs officers, the SPS specialists as well as new recruits; The train-the-trainer platform of the project will create a new pool of experts/trainers who will be certified as the lecturers by the HR division. These experts/trainers being identified and trained within the scope of the project would further develop and enrich the pool of Revenue Service's own trainers to conduct in-house training for customs officers.

Both RS and SCC will establish network of certified trainers on SPS to exchange information and share recent developments in SPS policies of two border countries.

In addition during all joint trainings and study tours Azerbaijan and Georgia will learn from each other best practices in different training fields.

## VI. RESULTS AND RESOURCES FRAMEWORK

<b>Partnership Strategy:</b> Project will be implemented in close collaboration with Azerbaijan SCC and Georgian RS and any other national ministry or agency relevant to Border Management.				
<b>Project title and ID (ATLAS Award ID):</b> Support to the development of Red Bridge Border Crossing Point between Azerbaijan and Georgia - 00094508				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESP. PARTIES	INPUTS
<p><b>Enhanced capacity and infrastructure of both Azerbaijan SCC and Georgian RS in the management of SPS related issues.</b></p> <p><b>Baseline 1.1:</b> No common capacity building activities in area of SPS.</p> <p><b>Indicator 1.1:</b> Number of Common capacity building activities carried out.</p> <p><b>Baseline 1.2:</b> SPS checks at Red Bridge are not conducted in full compliance with international and EU regulations.</p> <p><b>Indicator 1.2:</b> Red Bridge BCP to meet international and EU SPS standards and functional on both sides of the border.</p> <p><b>Baseline 1.3:</b> Limited awareness on EUMSs best practice on SPS controls at BCPs.</p> <p><b>Indicator 1.3:</b> Awareness on EUMSs best practice on SPS controls at BCPs; Systematic SPS trainings for staff.</p>	<p><b>Target 2016</b></p> <p>1.1.1. Pool of future trainers is selected;</p> <p>1.1.2. ToT Programme is developed;</p> <p>1.1.3. At least 3 bi-lateral work-shops are conducted</p> <p>1.1.4. At least 3 national workshops are conducted</p> <p>1.2.1 Instructions on Phyto-sanitary (Plant Health) Control is developed;</p> <p>1.3 1 Study visit to EU member States</p> <p><b>Target 2017</b></p> <p>1.1.3 At least 3 bi-lateral work-shops are conducted</p> <p>1.1.4 At least 3 national workshops are conducted</p> <p>1.1.5 Training of at least 6 Trainers In Georgia is carried out</p> <p>1.2.2 Instructions on Veterinary (animal health) Issues and Food Safety Control is developed</p> <p>1.3.1 Study visit to EU member States.</p>	<p><b>Activity 1: Border Management:</b></p> <p><b>Joint Training in EU SPS border check norms for key personnel of Azerbaijani SCC and Georgian RS. The training will be broken down into four chapters</b></p> <p>Assessment of Training Needs (AZE, GEO);</p> <p>Instructions on SPS Control is developed;</p> <p>Development of Training for Trainers Programmes and involvement in the whole chain of the process including selection of the trainers to conduct of certified ToT programme;</p> <p>Delivery of training programmes on General SPS Control Checks at EU Border Inspections Posts; Phyto-sanitary (Plant Health) Issues, Veterinary (animal health) Issues and Food Safety;</p> <p>Study Visits to EU member States.</p>	<p>UNDP</p>	<p>Project staff;</p> <p>SPS Experts from EU Member States</p>
<p><b>Baseline 2.1:</b> SPS facilities and equipment outdated or does not exist; ad hoc SPS control.</p>	<p><b>Target 2017</b></p> <p>2.1 SPS facilities at Georgian side of the Red Bridge BCP are constructed and equipped;</p>	<p><b>Activity 2: Infrastructure and Equipment: Infrastructure and equipment support to Georgian RS to facilitate movement and increase security at Red Bridge</b></p>	<p>UNDP, RS</p>	<p>Project staff;</p> <p>Part. Infrastructure Engineer;</p>

**Partnership Strategy:** Project will be implemented in close collaboration with Azerbaijan SCC and Georgian RS and any other national ministry or agency relevant to Border Management.

**Project title and ID (ATLAS Award ID):** Support to the development of Red Bridge Border Crossing Point between Azerbaijan and Georgia - 00094508

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESP. PARTIES	INPUTS
<p><b>Indicator 2.1:</b> SPS facilities and equipment are in place; Systematic SPS control according to international standards in place.</p>	<p>necessary trainings for customs officers on new equipment conducted. Systematic SPS control is carried out</p>	<p>Conducting needs assessment of the required additional infrastructure, analysis of the current equipment needs of Red Bridge BSP;</p> <p>Development of the Technical Specifications for the construction of the additional infrastructure and sampling equipment;</p> <p>Completion of the construction of the SPS facilities;</p> <p>Procurement, delivery and installation of equipment for Red Bridge BCP, in line with needs assessment;</p> <p>Delivery of the trainings on use and maintenance of the procured equipment.</p> <p>Training on conduct of SPS control</p>		<p>SPS Experts from EU Member States</p> <p>Buildings and infrastructure;</p> <p>SPS Equipment.</p>
	<p><b>Target 2016:</b> 3.1 Project Inception Report; Project Workplan;</p>	<p><b>ACTIVITY 3: Management, Monitoring and Evaluation</b></p> <p><b>Result: Project implemented timely and efficiently</b> Implement project activities Monitor, evaluate &amp; report project progress</p>	<p>UNDP</p>	<p>Project staff; SPS Experts from EU Member States</p>



## VII. MANAGEMENT ARRANGEMENTS

The project will be nationally executed, implemented by the State Customs Committee that will act both as the Implementing Partner and the Beneficiary of the project. Implementation support will be provided by the UNDP Country Office. In its capacity as Implementing Partner, SSC will be responsible for overall project management. Besides, SSC will be responsible for the facilitation of all project activities. UNDP will provide support and services including procurement and contracting in accordance with the relevant UNDP Programme and Operational Policies and Procedures.

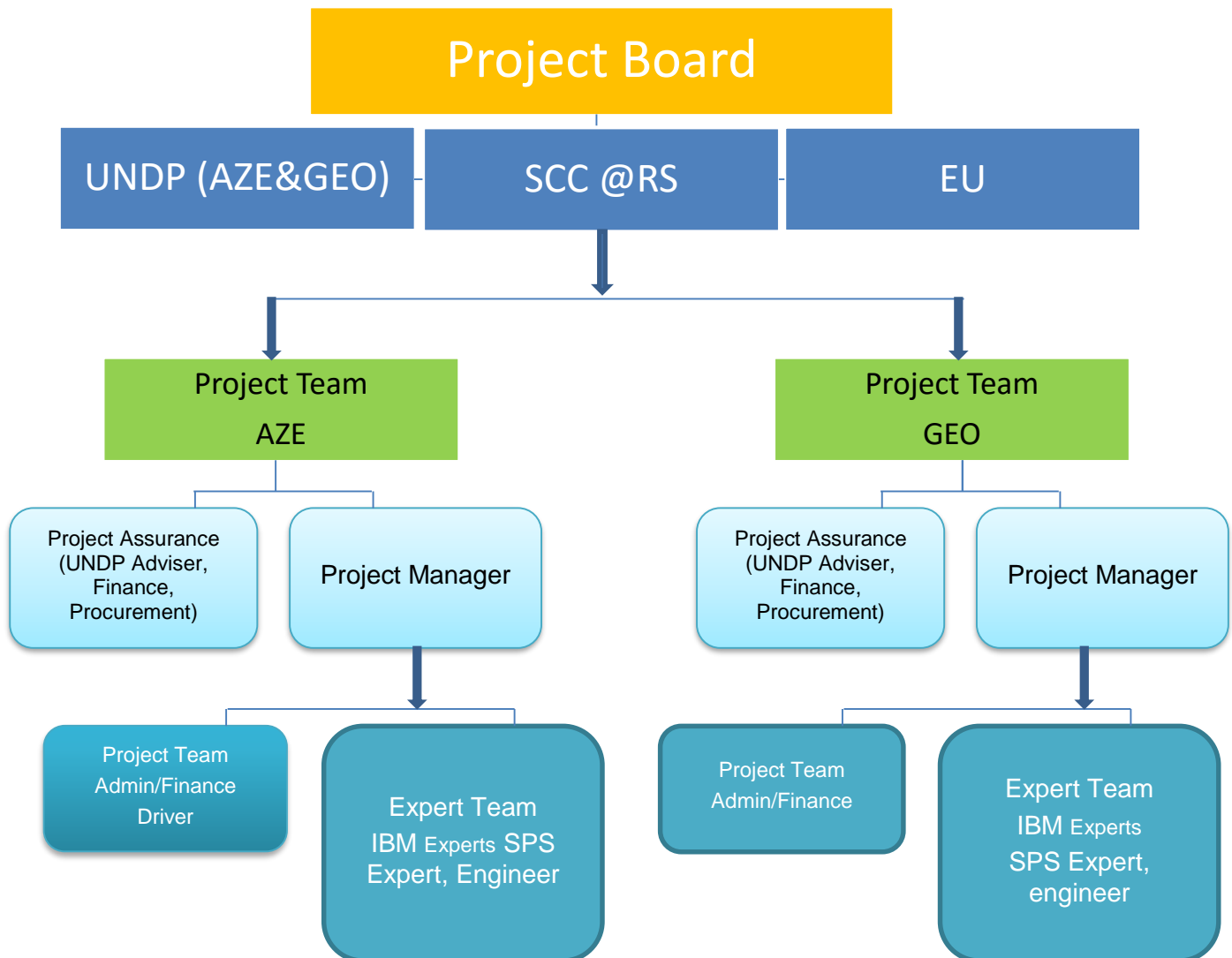
UNDP Country Office in Azerbaijan will have overall responsibility for implementation of the Project and liaison with EU Delegation in Azerbaijan.

UNDP will manage the overall budget and procurement of inputs required for implementation of the action. It will be responsible for monitoring the implementation of the action by the project team, for timely reporting of its progress to the EU as well as for organizing the required external evaluations. Furthermore, it will support the co-ordination and networking with other related initiatives and institutions in the country. The SCC will be UNDP's main national counterpart associated with the implementation of the action in Azerbaijan and RS will be the main national counterpart in Georgia.

A Project Steering Committee (PSC) will be established at the beginning of implementation and will meet at least once a year to monitor the progress of the action, to guide its implementation and to support the action in achieving its listed outputs and objectives. The PSC will be composed of the representatives of the SCC, RS, EC and UNDP. Other stakeholders can be invited to the PSC meetings by the decision of the PSC.

The day-to-day management of the action will be carried out by a Project Management Unit. Two project teams will be established, one in Georgia and one in Azerbaijan, each comprising a Country Manager, two national experts, a Finance/Admin Assistant, part-time infrastructure engineer and a Driver. A Country Manager will lead each project team, and report directly to nominated individuals within their respective UNDP Country Offices.

## ORGANIZATIONAL STRUCTURE



### Project Expert Profiles:

**National IBM expert** (AZE and GEO) will provide advice in the area of border management on a regular basis and on institutional and operational issues as required; Provide expertise for implementation of different components/modules of the project and support international experts involved in the implementation of the Programme; Recommend changes to the institutional and operational framework of the relevant agencies related to IBM in particular; Provide inputs on RS and SCC policy documents; Support in planning and implementation of all Modules; Provide training in the framework of the project as required; Participate and provide input for implementation of national/bilateral/multilateral events.

**National SPS expert** (AZE and GEO) will provide advice specifically on sanitary, veterinary and phytosanitary issues. Assess the training needs of the Revenue Service and SCC in SPS issues as well as equipment needs for carrying out proper SPS control. Support and contribute to the preparation of national and bilateral workshops through provision of expertise; preparation of agendas and workshop topics; Draft regular reports on implementation of project modules; Liaise and cooperate with national and international experts and actors working in SPS field; Support in establishment of cooperation with respective international bodies active in SPS.

**Part-time infrastructure engineer** (AZE and GEO) will support the project in constructing the SPS facility at the Red Bridge BCP. He/she will produce the final Bill of Quantities and other necessary documents for announcement of tender on construction of SPS facility; produce specifications for works and materials to be used; participate in the pre-bid conference and the tender evaluation process; supervise construction works, conduct on site visits to Red Bridge BCP; monitor and report weekly on the quality and timeliness of construction; Ensure compliance of implemented works with BoQ and the provided bid; Produce written acceptance of construction works based on full compliance with tender requirements and timely delivery at the end of each construction phase and at the end of the construction. Produce written acceptance of construction works based on full compliance with tender requirements and timely delivery at the end of the contract signed by the Project Manager, representative of Revenue Service of Georgia and State Customs Committee of Azerbaijan and the construction company representatives.

**Project Assurance** (AZE and GEO): UNDP in both countries will designate a Programme Advisor and/or Programme Associate to provide independent project oversight and monitoring functions, to ensure that project activities are managed and milestones accomplished. The UNDP Programme Advisor will be responsible for reviewing Risk, Issues logs, Annual Plan of Activities, budgets and ensuring compliance with the Monitoring and Communications Plan.

**Project Manager** (AZE and GEO): The Project Manager will be tasked with the day-to-day management of project activities, as well as with financial and administrative reporting. He/she will be responsible for project implementation and will be guided by Annual and Quarterly Work Plans and follow the RBM standards. PM's prime responsibility is to ensure that the project produces the planned outputs by undertaking relevant activities specified in the project document up to the required quality standards and within the specified constraints of time and cost.

Project envisages part time Project Manager for Georgia and full time Project Manager for Azerbaijan.

**Project Finance / administrative staff:** (AZE and GEO)

Under the guidance of the Project Manager, the Project Admin/Finance assistant will prepare procurement plan, supporting documents for contracting and payments, and participate in project monitoring activities. The project's finance and administrative assistant will provide support services related to administrative, procurement and financial issues such as preparation of payment and contract requests, raising requisitions, due filing and maintenance of inventory records, travel arrangements.

**Project Cleaner (GEO)**

Project Cleaner will be recruited to ensure proper cleaning and keeping hygienic of the premises of the project.

**Project Driver (GEO)**

The Project Driver will provide driving services on field trips in/or out out-side the country

## VIII. Monitoring Framework and Evaluation

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

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a 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

### 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.

## IX. Legal Context

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date).

Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

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

The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.