

Annual Work Plan 2012/2013

**Environment, Forest and Climate Change Commission
And
United Nations Development Programme
Ethiopia**

Program Title:	Institutional Strengthening for Forest Sector Development in Ethiopia
UNSDCF Pillar(4)	Planet
UNSDCF Outcome:	All people in Ethiopia live in a society resilient to environmental risks and adapted to climate change
UNSDCF Output(s):	4.1. Minimum capacities exist at national and sub-national levels for climate adaptation and disaster preparedness to reduce negative impacts and improve resilience 4.2. Normative frameworks, institutions and systems strengthened 4.4. Governance and planning capacities strengthened at national and sub-national levels to promote sustainable urban development, especially in primary and secondary cities/towns
Expected Program Output(s):	Output 1: The institutional capacity of the forest sector strengthened at all levels; Output 2: Forest conservation and development for their multiple benefits enhanced; Output 3: Private sector involvement in forest development facilitated; Output 4: Science and innovation for enhancing sustainable forest management promoted; Output 5: Stakeholders engagement in forest development enhanced
Implementing party:	Environment, Forest and Climate Change Commission
Responsible partners:	UNDP, MoF,

Brief Description of the Programme

The government of Ethiopia has a strong commitment and recognition of the importance of the forest sector, considering the sector as one of the four pillars in the Climate Resilient Green Growth (CRGE) strategy and having established the Ministry of Environment, Forest and Climate Change (MEFCC). The newly established MEFCC urgently requires institutional strengthening support at all

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levels, so that the sector can effectively and efficiently discharge its responsibilities. In order to realize the forestry components of the CRGE strategy, implement National Forest Sector Development Program (NFSDP), realize the targets set in the GTP II, the newly established Ministry of Environment, Forest and Climate Change and its replica in regional states and city administrations are facing significant capacity constraints at systemic, institutional and individual levels. Therefore, strengthening the institutional capacity of the sector to implement sustainable forest management is critically important. The forest sector needs an innovative and holistic approach to realize its strategic role in supporting the sustainable development of the country.

The present program is targeting to enhance the capacity of the forest sector to fulfill its mandate at all levels; increase forest coverage that boosts carbon sequestration and other environmental services as well as the promotion of sustainable supply of wood and wood products. Promotion of broad-based stakeholder engagement in forest conservation and development including the private sector and enhancement of the forest development policies, strategies and interventions led by innovation are also focus areas of the program.

UNDAF Programme Period:	2020-2025	EFY 2012/2013
Key Result Area (Strategic Plan):	Environment and Sustainable Development	Total resources required: 1,930,004USD
Atlas Award ID:	87198	• Norway: 736,106.00
Start date:	2017	• Sweden: 1,193,898.00
End Date:	2020	• UNDP : 0
PAC Meeting Date:	_____	
Management Arrangement:	NIM	

Yonas Getahun

UN Agencies, CRGE Facility &
Regional Economic Cooperation
Directorate Director

Kebede Yimam
Deputy Commissioner



Agreed By MOF: -

Agreed By EFCCC: -

Agreed by UNDP: -



AWP jointly Funded by Norway and Sweden for 2020											
Expected Project outputs	Planned Activities	Ethiopian Fiscal year				IP	Funding Source	Planned Budget			
		2012		2013				Budget description	Amount (USD)		
		Q3	Q4	Q1	Q2						
UNDP FY 2020				Q3	Q4						
		Q1	Q2	Q3	Q4						
Output 1: Institutional Capacity of the Forest Sector Strengthened											
Activity/Result 1.1: Establish regional forest management offices and provide required facilities											
Baselines:											
1.Environment, Forest and Climate Change Commission with Limited Capacity	Action 1.1.1 Establish Regional Forest Management offices in all regions and provided the required equipment and other facilities		6,000				Sweden	Training		6,000	
2.Existence of limited skilled manpower at regional level for the implementation of forest policy NFSDP and Regional Forest Action Plan	Action1.1.2. Provide technical support on innovative approaches for project implementation at federal level	8,848				EFCCC	Norway	Training		8,848	
		15,000	15,000	7,770			Sweden	Salary for project staff at federal level			37,770
3.Existence of outdated Regional forest Action plan			6,601	6,601		EFCCC	Norway			13,202	
Indicators											
1.Number of offices equipped with skilled personnel	Action 1.1.3. Recruit project staff for regional forest offices	55,000	55,000	73,000	32,000		Sweden	Salary for districts Project staffs		215,000	
		43,563	43,563		19,456		Norway			106,582	
2.Number of experts trained from regions and federal offices on Forest Policy, NFSDP	1.1.4. Establish/strengthen three clonal forestry labs		40,000			EFCCC	Sweden	Facilities for Tissue culture & clonal Forestry		40,000	
				15,000	20,000			Training		35,000	
3. Regional Forest Action plan			5,000	5,000	5,000		Norway	TA Support		15,000	

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AWP Jointly Funded by Norway and Sweden for 2020

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Indicators:	Action 1.1.3. Recruit project staff for regional forest offices												
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					40,000					Sweden		40,000	
3. Regional Forest Action plan						15,000	20,000				Training	35,000	
			5,000	5,000			5,000			Norway	TA Support	15,000	

3. Existence of short rotation plantation sites in the four selected region	Action 2.2.2. Prepare restoration map for the degraded areas of each region								Sweden	Travel	13,000
4. Absence of SFM roadmap	Action 2.2.3. Promote FLR in Potential regions								Sweden	Media	13,000
5. The newly established plantations do not have forest management plan											
Indicators	Activity Result 2.3. Short-rotation forestry expanded for fuel and construction wood consumption	7,000							Sweden		
1. Presence of restoration map that support development and conservation of forest resources in pilot regional sites.	2.3.2. Undertake socio economic studies of the sites and select appropriate tree species	6,000	6,000	6,000	6,000	6,000	6,000	6,000	EFCCC	Contractual services	24,000
2. Proportion of degraded land demarcated mapped and rehabilitated	2.3.4. Seed supply, Nursery management and tree planting	145,000	145,000	45,000	45,000	45,000	45,000	45,000	EFCCC	Nursery activity	380,000
3. Number of areas covered per region and city administration through short rotation plantation programmes.	2.3.5. Prepare forest management plan for the newly established plantations including ground truthing										
4. One roadmap produced for SFM.	2.3.6. Mangle newly established plantations for early return	62,500	62,500	62,500	62,500	62,500	62,500	62,500	EFCCC	NC	60,000
5. Number of newly established plantations with forest management plan	2.3.7. Design Exit strategy and way forward for the established community forests	5,000	9,000	9,000	9,000	9,000	9,000	9,000	EFCCC	Contractual services	250,000
Targets:											
Restoration map produced for three regions	Action 2.4.1. Pilot agroforestry practices in selected farm households									Workshops	10,000
450ha of degraded land rehabilitated;											
900ha. mapped and covered with plantation; -	Activity Result 2.5. Undertake diagnostic studies to enhance SFM	6,000	6,000	6,000	6,000	6,000	6,000	6,000	EFCCC	Material and goods	24,000

One road map for SFM produced	Action 2.5.1. Design roadmap for SFM			25,000				EFCCC	NC	25,000
Forest management plan prepared for newly established plantations					12,000			EFCCC	Workshops	12,000
Sub-total per quarter		231,500	288,500		182,000	146,000				848,000
Sub-total per half year			520,000		328,000					848,000
Sub-total annual				848,000						848,000
OUTPUT 3: Private sector involvement in forest sector development facilitated										
Baseline: 1. Limited awareness of the private sector on forestry										
2. Absence of incentive mechanism to promote the private sector in forestry;	Activity Result 3.1: Provide training to Promote Private Sector Participation in Forest Sector Development									
3. Existence of limited technologies with value additions;	Action 3.1.1. Provide training to Promote Participation of the Community Based Organizations, NGOs and individuals on forest conservation and management									
4. Absence of PPP in the forest sector to pilot new approaches and technologies in forest management	Action 3.1.2. Create awareness to promote investment and technology transfer and adoption for value addition to forest products									
Indicators: 1. Number of awareness raising workshops organized; 2. Number of incentive mechanisms established; 3. Number of new technologies piloted;		3,000			3,000			EFCCC	Training	6,000
4. Number of PPP in the forest sector to pilot new approaches and technologies in forest management	Activity Result 3.2: Incentive mechanism for active involvement of private sector for forest marketing and development put in place									
					2,300				Norway	2,300

Targets	Action 3.2.3. Establish incentive mechanism										
1. Four awareness raising workshops organized					25,000					NC	25,000
2. Study tours conducted to enhance the involvement of the private sector;					5,000					EFCC	5,000
3. Incentive Mechanism to promote the involvement of the private sector in the conservation and development of forest resources developed;					10,000					Sweden	10,000
4. Initiate three PPP in the forest sector to pilot new approaches and technologies in forest management.											
Sub-total per quarter					9,614					EFCCC	18,000
Sub-total per half year					15,614						
Sub-total annual					9,614					Norway	19,228
Output 4: Science and innovation for enhancing sustainable forest management promoted											
Baseline:											
Curriculum not aligned to the development demand					6,000					EFCCC	24,000
In adequate capacity of research/education under developed school environmental outreach programs					2,500					EFCCC	2,500
Indicators:					7,500					Norway	15,000
Activity Result 4.3: Vocational training on forest-based enterprise development enhanced											
Number of revised curricula;					1,500					EFCCC	3,000
					1,500					Sweden	3,000
					1,500					Training	3,000

Number of research institutions supported	environmental and public outreach programmes				1,300				Travel	1,300
Number of school environmental outreaches	Action 4.3.2. Develop special curricula for TVET		3,305						Material and goods	3,305
Targets:			3,000						NC	3,000
Revised curricula:	Action 4.3.3. Provide short term vocational training for 100 (30 Female) unemployed youth on green jobs and forest business management			15,625	15,625				Training	31,250
Five research papers published in peer reviewed journals	Action. 4.3.4. Provide seed money for the establishment of green enterprises among others through revolving fund				17,500	17,500			Revolving fund	35,000
Five school environmental clubs established	Action 4.4.2 Undertake research relevant to forest policy development and demand driven forest development				5,000				Contractual service	5,000
	4.4.5.Publish and disseminate research findings with strong linkages with industry				4,500				Contractual service	4,500
Sub-total per quarter					10,000				Publication	10,000
Sub-total per half year		7,500	13,805		69,925	46,625				137,855
Sub-total annual			21,305			116,550				137,855
Output 5: Stakeholders engagement in forest development enhanced										
Baseline:	Activity Result 5.1: Map stakeholders involved in forestry sector									
1.No stakeholder identified										
2.Absence of road map for stakeholder engagement	Action 5.1.2. Conduct stakeholder mapping for the forestry sector		2,000						Workshop	2,000

Activity Result 5.2: Put in place platform for the engagement of stakeholders in forestry activities										
3. Absence of platform for the engagement of stakeholders in forestry										
4. No comprehensive database for forestry sector		5,000	5,500	5,500	4,000			Norway	Workshop	20,000
Indicators:				12,000					NC	12,000
1. Number of forestry action data base established;					22,000				Material and goods	22,000
2. Presence of one platforms for the engagement of stake holders in forestry								Sweden		
Activity Result 5.3: Engagement road map prepared for forestry sector actors										
3. Presence of road map for stake holders engagement in forestry					8,000			Sweden	NC	8,000
Sub-total per quarter		5,000	7,500	7,500	4,000					64,000
Sub-total per half year			12,500		51,500					64,000
Sub-total annual				64,000						64,000
Targets:										
6. Organization and Management										
1. One forestry action data base established		15,000	15,000	15,000	15,000			Sweden	fuel and maintenance	60,000
2. Stake holder engagement road map developed		16,464	16,464	16,464	16,464			Norway	Fuel and maintenance	65,856
3. One platform for the engagement of stakeholders in forestry established		4,584	4,584	4,584	4,584			Norway	Travel	18,336
4. Website developed for information and knowledge sharing		7,707	7,707	7,707	7,707			Sweden	travel	23,121

1 MANAGEMENT ARRANGEMENTS

Management arrangements

Structures of the Institutional Strengthening for the Forest Sector Development in Ethiopia

The structure of the Program is shown in figure 1 below. This program which is developed to strengthen the institutional capacity of the Forest Sector will be nationally implemented with the Ministry of Environment and Forests as Implementing Partner. The program will be implemented as Fast Track Investment of the CRGE Facility and National Implementation Modality (NIM) is guided by UNDP NIM rules and regulations as well as the National Project Implementation Manual (PIM) approved by the government of Ethiopia. The Fast Track Investment guidelines and PIM will guide the implementation of this project document.

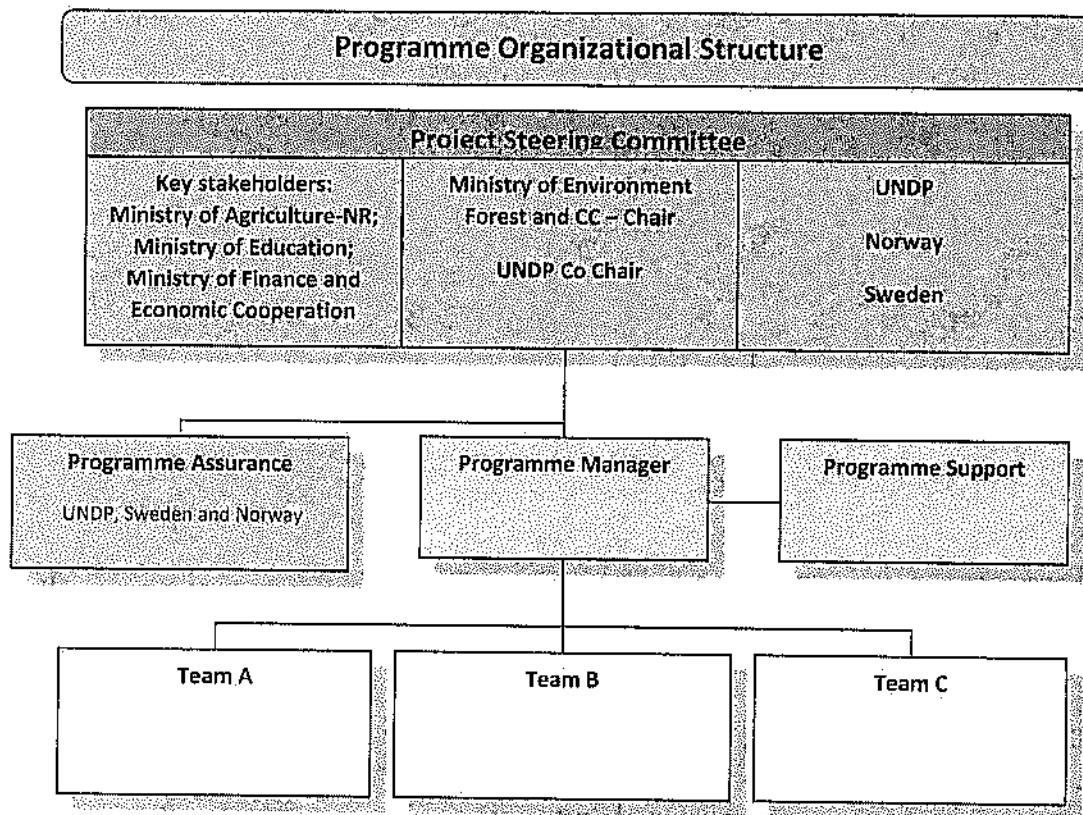
UNDP will play a fund management and quality assurance role and will work with MEFCC and MOFEC to mobilize resources to adequately capitalize the program. The fiduciary role of UNDP is critical in building credibility and confidence in the Forest Sector. In addition, UNDP will provide institutional and capacity building support and it will actively provide institutional capacity development necessary to promote Sustainable Forest Management and equipping the sector at all levels with necessary equipment and technical skills to enhance the organizational, systemic and individual capacity of the forestry sector.

In line with the PIM, this program will be overseen by a Steering Committee (SC) which will be responsible for making operational policies and strategic management decisions, including approving annual work plans and budgets. The Steering Committee will meet regularly, at least quarterly, and on an extraordinary basis to provide immediate guidance on urgent operational and strategic matters. The SC will be under the overall executive oversight of the State Minister of Ministry of Environment and Forests who will also co-chair the SC with UNDP,

The SC shall appoint a Technical Committee with representation of development partners, key government ministries, private sector, civil society, and other non-state actors. The Technical Committee which will review the operational policies and progress on program outputs, provide project assurance, and provides regular reports to the SC. In this capacity the Technical Committee will support the Program Steering Committee in monitoring functions and delivery of program outputs, ensuring that the program is on-source towards achieving the overall outcomes. Additional specific responsibilities will include, but are not limited to, ensuring: beneficiary needs and expectations are being met or managed; risks are being controlled; the program remains viable; internal and external communications are working; quality management procedures are properly followed; and that the Program Steering Committees decisions are followed and revisions are managed in line with procedures laid-down in the PIM.

The steering committee will comprise representative from MoA-NR, MOFEC, MEFCC, MOI, Norway, Sweden, UNDP plus a maximum of two from participating development partners. The Minister of MEFCC as the implementing partner, will appoint the Steering Committee.

Figure 2: Management Arrangement of Institutional Strengthening for the Forest sector Development in Ethiopia



The Program Manager who will head the Program will run the program on a day-to-day basis, under the guidance of the State Minister, Ministry of Environment and Forests and therefore reporting directly to the State Minister and decisions of the Steering Committee, of course within the constraints laid down by the Steering Committee (SC). Under the overall guidance of the State Minister and the Steering Committee, the Program Manager will utilize advisory support from international experts or consultants that may be recruited for the implementation of the Program. The Program will have its operational offices in MEFCC and will work closely with Regions, MOFEC and UNDP to reach-out to its clients/beneficiaries across the country.

Partnership Arrangements

In order for the Program to perform its tasks and responsibilities, it will require to develop and maintain effective partnership with all stakeholders, including development partners both for technical support and resource mobilization objectives. The Program will develop stakeholder engagement road map and web site created for effective interaction among partners for the implementation of the program. The focus of the stakeholder engagement road map will be to ensure better coordination of program activities and to provide a platform for better harmonization of development assistance and resources allocated to support the implementation of this Program. The Program shall seek to work effectively with all identified

stakeholders to ensure that it executes its mandate effectively, and in doing so shall take full cognizance of activities of the Program and other similar initiatives to maximize synergies and reduce duplication.

The Organizational Structure of the Program

Figure 2 shows the proposed organizational structure for the Program and comprises of the SC, the National Program coordinator, experts administrative support staffs at national level and the required staffs at regional levels. The Program will have a robust management and governance structure for effective implementation, monitoring, compliance, and quality assurance. Below we propose a synopsis, not at all exhaustive, of the roles of the Steering Committee and the Technical committee of the Program.

The Steering Committee

The Program will be governed by a Steering Committee composed of MEFCC, MoFEC, MoA-NR, MoE Representatives, UNDP, Sweden and Norway plus a maximum of two from participating development partners. The objectives of the Steering Committee shall be to provide policy and strategic management support aimed at achieving greater coherence and consistency in the implementation of the program; to ensure the adequate flow of funds; to monitor the performance of monitoring and evaluation systems; to ensure consistency in reporting (thus transparency); and to provide policy guidance. The program will have a technical committee to support the implementation of the program.

The Management Team

The day-to-day management of the program is being carried out by a Program Management Unit (PMU) under the overall guidance of the PSC and the daily supervision of the Program Manager. The PMU is based in Addis Ababa and reports to Ministry of Environment and Forest, the executing agency and the chair of the PSC. In addition to the Program Manager, the PMU will be composed of a program assistant and an accountant. The Program Manager will be selected jointly by the executing agency and UNDP.

The Program Manager will be supported by the group of national technical experts which MEFCC will constitute to back stop the implementation of the project. The program implementation will also be supported by the international technical adviser.

UNDP Ethiopia maintains the oversight and management of the overall program budget. It is responsible for monitoring project implementation, timely reporting of the progress to the Royal Norwegian Government as per the reporting format of the Donor. It also supports the executing agency in the procurement of the required expert services and other project inputs and administer the required contracts. Furthermore, it supports the co-ordination and networking with other related initiatives and institutions in the country.

For successfully reaching the stated objective and out puts of the program, it is essential that the progress of different program components will be closely monitored both by the key local stakeholders and authorities as well as by program's international technical advisors, starting with the finalization of the detailed, component-specific work plans and implementation arrangements and continuing through the program's implementation phase. The purpose of this is to facilitate early identification of possible risks

to successful completion of the program together with adaptive management and early corrective action, when needed.

In order to accord proper acknowledgement to Norway and Sweden for providing funding, both the Swedish and Norwegian Logos should appear on all relevant project publications. Any citation on publications regarding program should also accord proper acknowledgement to the Swedish government and Royal Norwegian government.

2 MONITORING FRAMEWORK AND EVALUATION, REPORTING AND AUDIT

2.1 Monitoring

This program will be monitored by UNDP and MEFCO joint engagement. The program will be monitored based on the Monitoring and Evaluation guidelines of UNDP and on the UNDAF M&E matrix and Program Monitoring Framework, which provide detailed M&E information on UNDAF results.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the programme will have clear information on quarterly/biannual monitoring through the following:

Within the annual cycle (adjust as appropriate):

- On a quarterly/bi-annual 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 Program 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 Programme Progress Reports (PPR) shall be submitted by the Project Manager to the Project Steering Committee through Project Assurance, using the standard report format available in the Executive Snapshot.
- A program 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 Program Manager and shared with the Program Steering Committee. 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 UNDAF Review.** The Annual Review is a regular joint monitoring activity in the UNDAF M&E plan which provides the opportunity to jointly assess the performance, identify challenges, and draw lessons learnt to inform the revision of the AWP.

2.2 Reporting

The UNDP Program Manager assigned will prepare an annual narrative and financial report on the supported activities, which will be shared with the Swedish and Norwegian Government.

2.3 Audit

The program will be audited according to UNDP rules and regulations for NIM/Nationally Implemented projects.

3 LEGAL CONTEXT

This program document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Ethiopia and UNDP, signed on 6 February 1981.

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:

- 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;
- 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 Program 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).