United Nations Development Programme
Country: Nepal
Project Document

Project Title:	Developing Capacities for Effective Aid Management and Coordination
UNDAF Outcome(s):	Socially excluded and economically marginalized groups have increased access to improved quality basic services.
Expected CP Outcome(s)	Increased capacity of Government at the national and local level to manage aid resources and deliver basic services in an inclusive and equitable manner.
Expected Output(s):	Aid management and coordination system strengthened at Ministry of Finance, National Planning Commission and selected line ministries
Implementing Partner:	Ministry of Finance
Implementing Agencies:	National Planning Commission, Ministry of Health, Ministry of Education and Ministry of Local Development

Brief Description

The project seeks to promote the more effective utilisation of aid in Nepal by implementing a national aid information management system, improving cross-ministry collaboration in implementing a National Action Plan on aid effectiveness, and strengthening mechanisms for coordinating donors at macro and sector levels. The Aid Information Management System will be linked to national planning and budgeting processes and supported with a 3 year sustainability package. The project will assist FACD to promote the successful operation of the National Action Plan on aid effectiveness. It will finance capacity assessments and capacity development strategies for Ministry of Finance and the National Planning Commission as well as for three line ministries (Ministry of Health, Ministry of Local Development and Ministry of Education). High quality training will be provided for senior and mid-level staff as one component of a broader capacity development strategy. At the systems levels (Aid Management Platform), the policy level (Foreign Aid Policy and National Action Plan), and the capacity level, the project will seek to enhance management for development results – and thus the achievement of national development priorities.

Programme Period:	2009 - 2011
Key Result Area (Strategic Plan)	Democratic Governance
Atlas Award ID:	_____
Start date: End Date	Jan. 2009 Dec. 2011
PAC Meeting Date	_____
Management Arrangements	National Implementation Modality

Total resources required	S$ 1,507,000
Total allocated resources:	US$ 400,000
• UNDP	US$ 400,000
• Other:	
o Donor	_____
o Donor	_____
o Donor	_____
o _____	
Unfunded budget:	US$ 1,107,000
In-kind Contributions (GON) (Office space and salary of Project Manager)	US$ 50,000

Agreed by (Implementing Partner): Government of Nepal Ministry of Finance — Shyam Nidhi Tiwari, Under Secretary

Agreed by (UNDP): Anne-Isabelle Degryse-Blateau, Country Director — 30/1/09

I. SITUATION ANALYSIS

After 10 years of conflict in Nepal, there is seen among the people a great expectation that a national vision for development can now be realised. Success will hinge, however, on the outcome of internal political processes and the country's ability to formulate a coherent strategy and align resources to its successful implementation. International assistance nonetheless plays a significant role in Nepal's socio-economic development. Development assistance stood at $514 million in 2006,[1] and financed 81.1 % of the 2007/2008 capital expenditure, and 26.5 % of total government expenditure. Therefore, Nepal has no option but to ensure that development assistance is aligned with national priorities and implemented efficiently if it is to achieve its national development objectives.

The 2008 OECD DAC Aid Effectiveness survey highlights key constraints that make it difficult for Nepal to ensure alignment and effectiveness. The National Budget is the central instrument by which broad national priorities are translated into investments that meet the needs of citizens. However, in Nepal, the survey and other sources indicate that the Medium Term Expenditure Framework – which forms a bridge between plan and budget – still requires further improvement. A large share of development assistance is not being captured in the National Budget. On overage, only 74% of donor assistance is recorded in the Red Book. Only 14% of technical cooperation, which accounts for a third of all aid, is coordinated with country programmes. A full 30% of aid for the government sector bypasses national Public Financial Management systems, and even more (53%) bypasses procurement systems. Systems for monitoring the planed and actual results of domestic or externally funded investments are generally poor – and difficulties of bringing together budget, ODA and results data onto one page means there is little chance to manage for results.

The government is aware of these challenges, and by deciding to participate in the OECD DAC aid effectiveness survey for the first time in January 2008, it signals its determination to develop evidence-based solutions. The government has already begun revising its Foreign Aid Policy 2002 and preparing a Government-Donor National Action Plan (NAP) on aid effectiveness..

Ministry of Finance has made progress in understanding challenges to development and aid effectiveness and has begun to build responses. Other line ministries notably the Ministry of Health and Ministry of Education have made headway towards aid coordination including through the implementation of Sector-Wide Approaches (SWAp) in respective sectors. However, there is further need for a mechanism to build common understanding at a political and technical level across the central policy agencies (such as MoF and NPC) and those ministries charged with implementation. Similarly, the government's efforts to align donors' policies and their aid portfolios to the national priorities are to be further enhanced by increased dialogue at the central and sector levels and a robust Aid Information Management System (AIMS).

The benefits from this project will be far larger if it is seen from the start as one component among others, that must be linked to, and support efforts across, many ministries. Failure is imminent if efforts by government or development agencies to address components of the challenge – budget processes, public financial management, aid tracking, or sector planning – happen in isolation. It is essential that government and donors ensure that financial and technical support to discrete departments are "joined up" and reinforce each other's success.

SWAp is one of the modalities of aid effectiveness. However, a significant amount of development assistance is currently outside of the national budget and there is need to enforce compliance with the existing legal and policy framework so that this can be more comprehensively captured within the government's red-book, the blue book, and the white book.

[1] OECD Aid at a Glance. The largest five donors in 2005-06 were Japan, the Asian Development Fund, UK, USA, and World Bank.

Strategy

The purpose of this project is to develop sustainable capacity within the Government of Nepal to increase the effectiveness and efficiency with which aid supports national development priorities. It supports the localization of the Paris Declaration principles of aid effectiveness through the National Action Plan on aid effectiveness.

The project envisages 3 main outputs:

1. Nepal Aid Management Platform designed and implemented;
2. Implementation of Revised Foreign Aid Policy and National Action Plan for Aid Effectiveness facilitated; and
3. Line ministries have ownership and capacity to engage in aid effectiveness reform.

All outputs contribute towards the National Action Plan (NAP) for aid effectiveness. The linkage between the project and the NAP and the inter-linkages between project outputs will be ensured without setting up separate management arrangements. Rather, the mechanisms used to guide the National Action Plan overall will ensure that the project contributes to the NAP and that project outputs reinforce each other. In order to mainstream and strengthen aid management initiatives, efforts will be made for a common code of conduct among donors and government.

Output 1: Nepal Aid Management Platform designed and implemented

A preliminary assessment of the feasibility of introducing an Aid Information Management System (AIMS) was completed in August 2008, and the government has decided to proceed with the Aid Management Platform funded through this project. The focus will be to develop, install and institutionalize the use and relevance of the Aid Information Management database at the ministry level. Further, AIMS will be built on existing system rather than creating a parallel structure and linking it with the FMIS in the FCGO. Initially an interim system for aid mapping will be established building on existing works and eventually it will be linked with full-fledged Aid Management Platform.

The next step is to conduct a thorough **needs and technical assessment**, including assessment of the scope for linkages with expenditure (FCGO), budget (BAPD) and output monitoring (NPC) systems and processes. In order to establish a baseline against which progress can subsequently be judged, the project will support the conducting of a survey of government ministries and development partners to ascertain their current access to ODA data and future requirements.

The extent to which the Aid Management Platform is successful in supporting aid effectiveness will depend on strong government leadership and a willingness of donors to prioritise supporting and aligning with this national system. It hinges on engagement by ministries involved in aid management, clear understanding of how data from the AMP can support better decision making, and adequate analytical capacity. The Government will establish an **AMP Working Group under FACD acting as NAP Secretariat** to guide the AMP implementation, to include Ministry of Finance, National Planning Commission, three line ministries (MOH, MOE and MLD) and development partner representatives.

The database prototype will be customized, installed, and tested. The project will provide technical support and training of trainers and training of the staff of ministries. The Ministry of Finance will resume publishing the **Nepal Development Cooperation Report** as an output of this project. Successful implementation of Aid Management Platform will depend on ongoing **"sustainability support"** for a minimum of three years as well as assessment of the **feasibility of "nationalizing" the delivery of technical support** through a Kathmandu-based IT firm. This will be followed by training to build national capacity and reinforcing national ownership, reducing long-term maintenance costs, and improving speed and cultural and language appropriateness of support services. In this endeavors, FACD/MOF will deploy adequate number of human resources (computer programmers and technicians) to ensure continuity on AMP operation, management and use in future.

Output 2: Implementation of Revised Foreign Aid Policy and National Action Plan for Aid Effectiveness facilitated

The project will support the Government in implementing revised Foreign Aid Policy. To promote broader ownership and implementability of the policy, the project will support thorough consultation of government ministries involved in the management of aid including, as far as possible, relevant departments within each ministry (e.g. FACD, Budget and FCGO in MoF). The project will also facilitate consultation with representatives of development partners, including civil society in the process.

The National Action Plan (NAP) for aid effectiveness will include a limited number of monitorable actions that will substantially increase aid effectiveness. This will also include setting and agreeing on localized targets on Paris Declaration. Wide "buy-in" from government bodies involved in aid management, as well as from development partners, is essential in order to arrive at a commonly agreed and high quality action plan that all stakeholders are ready to implement. The project will utilize the findings of the recent donor mapping exercise carried out by DFID to identify comparative advantage of donors, avid duplication and overlap and ensure aid effectiveness.

To achieve this, Foreign Aid Coordination Division in the Ministry of Finance will act as a **NAP Secretariat**,[2] chaired by the Joint Secretary of Foreign Aid Coordination Division, which brings together the National Planning Commission, line ministries involved in aid management including the representative of the ministries involved in SWAps and representatives of the Development Partner. Draft terms of reference for the NAP **Secretariat** are included as Annex 1, and focus on monitoring of the implementation of the Action Plan, identification of obstacles and recommendations for accelerating progress.

The Ministry of Finance and the National Planning Commission have a particular responsibility to guide other line ministries and Nepal's development partners in the effective use of aid and its alignment behind national priorities. The project will provide for a **capacity assessment** of the three divisions/agency of MoF most directly dealing with aid management (Foreign Aid Coordination Division, Budget & Programme Division, and Financial Controllers General Office) and the two divisions at National Planning Commission (Economic Management Division and Poverty Monitoring Division) and initially in three line ministries (MOH, MOE and MLD)[3]. The project will support government in developing its capacity development strategy for these five divisions and three ministries and provide senior and mid-level aid effectiveness training as one component of the capacity development strategy. Furthermore, the project will support the Government to assess the need and impact of turn-key projects and direct implementation projects. Similarly, the project will also support the government to undertake studies directed external resources mobilization in a more efficient and effective manner, such as redefining the notion of foreign aid in Nepal's context so as to expand its scope and reach out to include trade and investment opportunities beyond Official Development Assistance (ODA), examining pros and cons of Nepal's joining global debt relief initiatives such as HIPIC, etc.

Getting more **aid on budget** is a key policy objective for the Government of Nepal. Achieving it will require leadership from government and inputs from many stakeholders including development partners. The project will provide support to the refinement of procedures for inclusion of aid in the Government Budgeting System (Red Book), and help develop recommendations for the inclusion of INGO assistance and all technical assistance. A task force headed by the Joint Secretary of FCAD is working on how to bring all INGOs contribution into government's system and make such assistance more transparent and accountable. This project will facilitate the implementation of the recommendations of the task-force. A related government policy objective is **increasing general budgetary and programmatic support** as a share of total aid received. To further this aim, the project will support the analysis of other countries' experience in attracting general budget support,

[2]The effectiveness of the Foreign Aid Effectiveness Monitoring Committee chaired by Honorable member of National Planning Commission will be assessed, and a coordinating approach with the Committee and such other mechanisms as required will be developed.

[3]Initially, this process will be started in three line ministries, but later on, building on the success of implementation of those ministries, will be expanded to other ministries.

develop recommendations, and support a workshop with stakeholders, including development partners, to review these recommendations.

Another key policy objective of government is to **reduce the transactions costs** of working with development partners and to promote the use of national systems by donors. The project will contribute by facilitating a review of global best practice in promoting **Joint Assistance Strategies** including Joint Financing Arrangements among major donors, identify the implications for Nepal, and discuss findings with stakeholders in government and among donors. The Aid Management Platform can, over time, track progress against Paris Declaration and National Action Plan indicators (such as joint missions, joint analytical work, use of parallel Project Implementation Units, use of PFM and national procurement systems) and use this data to promote changes in behaviour.

Output 3: Line Ministries have ownership and capacity to engage in aid effectiveness

It is at the sector level, where aid is actually delivered, that the biggest gains in aid effectiveness can be achieved. For this reason, the project seeks to contribute to reinforcing line ministry ownership and capacity to engage in aid effectiveness. This will be promoted by supporting the **capacity assessment** of three selected line ministries (MOH, MOE and MLD) and assisting them to use the findings to develop and implement **sectoral capacity development strategies**, of which one component is the provision of training in aid effectiveness to mid-level line ministry officials.[4] Further mapping exercises will also be carried out in the line Ministries and mechanisms to engage line ministries to better coordinate and implement aid effectiveness agenda and capacity building of sector ministries will also be developed.

The project will support effective government-donor sector coordination by reviewing existing **sector coordination mechanisms**, documenting lessons learned from sector-wide approaches in education and health sectors and expanding SWAP to other sectors and sub-sectors to a possible extent.

With respect to Managing for Development Results, the project will support the National Planning Commission, the National Statistical Service and line ministries in linking results data form monitoring systems with financial data from the Aid Management Platform. This project will coordinate with ADB on Management for Development Results in addition to supporting line ministries in analyzing ODA data for their sector and making it available on sector ministry websites.

In order to address the district level issues on aid management and coordination across line ministries, local government and donor projects, the project will support development and implementation of workable strategy through in-depth participatory assessment.

[4] Attention will be given to ensuring the appropriate mid-level line ministry officials are selected so that they are able to make a meaningful and sustained contribution to aid management as a result of receiving training..

II. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: Increased Capacity of Government at the national and local level to manage aid resources and deliver basic services in an inclusive and equitable manner.
Outcome indicators, including baseline and targets: percentage of ODA recorded on budget. Baseline: 75% in January 2008. Target: 80% by December 2010.
Applicable Key Result Area (from 2008-11 Strategic Plan): Democratic Governance
Partnership Strategy: Partners include those bodies actively involved in the management and delivery of aid including government ministries, development partners and civil society organisations, wherever needed. Collaboration across Ministry of Finance, the National Planning Commission, and three line ministries (Ministry of Health, Ministry of Education and Ministry of Local Development) managing aid is central to the project success. Therefore the project provides support to bring these ministries and National Planning Commission together for the implementation of the GON-Donor Joint National Action Plan on Aid Effectiveness (NAP). Strong collaboration across departments within the same ministry – Ministry of Finance, National Planning Commission and three line ministries – is also central to ensuring broad ownership and action in implementing NAP.
Project title and ID (ATLAS Award ID):

UNDP CPAP OUTPUT:	Aid management and coordination system strengthened at MoF, NPC, and selected line ministries

ACTIVITY RESULTS (PROJECT INTENDED OUTPUTS)	PROJECT OUTPUT TARGETS FOR (YEARS)	PROJECT INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
1. Nepal Aid Management Platform designed and implemented **Indicators:** ▪ Customised IT application developed to manage and coordinate external assistance ▪ National Development Cooperation Report prepared regularly **Baseline:** ▪ No operational IT system exists to track external assistance ▪ National Development Cooperation Report is not regularly prepared.	**2009:** ▪ Needs and technical assessment completed and AMP working group established. **2010:** ▪ AMP customisation, implementation and training to meet the needs of MoF/NPC, three pilot Line Ministries, and pilot donor agencies completed and Development Cooperation Report 2009/2010 prepared. **2011:** ▪ Review (including impact monitoring) led by AMP Working Group completed using AMP customisation taking account of review findings and Regional knowledge-sharing workshop for countries using	**Implementation of Nepal Aid Management Platform** 1.1 **Needs and technical assessment** for Aid Management Platform, including assessment of scope for linkages with expenditure (FCGO), budget (BPD) and output monitoring systems (NPC and line ministries). Conduct survey of government ministries and development agencies to ascertain current access to ODA data and future requirements. 1.2 **Customisation of the database**: installation and testing of the prototype. 1.3 **Technical support, training of trainers**, training for MoF, NPC, Line Ministries, Development Partners 1.4 Preparation of Nepal Development Cooperation Report under FACD leadership and in collaboration with NPC and line ministries. **Implementation of Sustainability Components** 1.5 **Capacity Development:** In-depth technical and user-training; train national technical contractor and government IT unit to provide system maintenance; solicit feedback from	1.1 MoF (FACD, FCGO, BPD), NPC 1.2 AMP Working Group 1.3 MoF (FACD) 1.4 MoF (FACD) 1.5 AMP Working Group	Implementation of AMP $250,000 Sustainability: $300,000 Training workshops: $120,000

ACTIVITY RESULTS (PROJECT INTENDED OUTPUTS)	PROJECT OUTPUT TARGETS FOR (YEARS)	PROJECT INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	AMP done.	users for quality assurance. 1.6 **Impact Monitoring:** Impact surveys; provide analysis to government with recommendations for increased impact. 1.7 **Knowledge Sharing:** Workshops for countries using AMP in the region. 1.8 **Process Analysis** and final report to government on recommendations to improve coordination, its integration with budget and planning, and overall information flow process	1.6 MoF (FACD), AMP Working Group 1.7 MoF (FACD) 1.8 MoF (FACD)	
			Sub-total	US$ 670,000
2. Implementation of Revised Foreign Aid Policy and National Action Plan (NAP) for Aid Effectiveness facilitated Indicators: ▪ Revised Foreign Aid Policy. ▪ Implementation of NAP on Aid Effectiveness. ▪ Use of Public Financial Management (PFM) system and Public Procurement System (PPS). **Baseline:** • Draft FAP and NAP exists. • Programme based support (32%), Joint missions (36%) and Joint Country Analytical Works (37%) in 2007/08. • PFM = 68% and PPS = 59% in 2007/08	**2009:** ▪ Revised Foreign Aid Policy disseminated, senior level officials from MoF, NPC and line ministries trained in aid effectiveness, aid coordination mechanisms including JFA reviewed and code of conduct for government and donors developed. **2010:** ▪ Foreign Aid Policy operational, Capacity assessments and strategies completed for MoF (FACD, BPD, FCGO) and NPC, recommendations on inclusion of INGO and TA in budget completed and tailored aid effectiveness training provided **2011:** ▪ Foreign Aid Policy operational and recommendations on using AMP on tracking of PD and NAP indicators completed.	***Finalise Foreign Aid Policy*** 2.1 Support **intra-government consultation** on Foreign Aid Policy to build broad ownership across MoF and NPC and aid-implementing line ministries. Support consultation with representatives of donor agencies and civil society. 2.2 Provide **advisory inputs** to implement Foreign Aid Policy as requested. 2.3 **Disseminate** Foreign Aid Policy to all stakeholders ***Strengthen Internal and External Coordination Mechanisms*** 2.4 Support FACD to act as **NAP Secretariat**. Chaired by MoF and includes NPC, MoF (BPD, FCGO), and three line ministries. May invite, at designated meetings, a small number of development partner representatives. 2.6 Upgrade existing website and launch revamped aid effectiveness website, and support quarterly newsletter. ***Capacity Assessment, CD Strategies and Training for MoF and NPC*** 2.7 Conduct **capacity assessments** and support development of **Capacity Development Strategies** for MoF (FACD, BPD, FCGO) and NPC (planning, monitoring, analysis). 2.8 Provide senior level and mid-level aid effectiveness training to MoF, NPC and selected line ministries as a component of CD strategy. 2.9 Establish aid effectiveness network that links participants from central and line ministry aid effectiveness training for continued mutual support. ***Increase the Share of External Aid which is On-Budget***	2.1 MoF (FACD) 2.2 MoF (FACD) 2.3 MoF (FACD) 2.4, 2.5 & 2.6 MoF (FACD), NPC 2.7, 2.8 & 2.9 MoF (FACD)	2.1, 2.2 & 2.3 Consultation with internal and external stakeholders, editing, translation, publication: $20,000. 2.4, 2.5 & 2.6 Secretariat support: IT equipment, printing, consultancy: $50,000 Aid Effectiveness website: $20,000 2.7, 2.8 & 2.9 NDCM and LDCM: Annual analytical consultancy and logistics: $53,000

ACTIVITY RESULTS (PROJECT INTENDED OUTPUTS)	PROJECT OUTPUT TARGETS FOR (YEARS)	PROJECT INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		2.10 Support refinement of procedures for inclusion of aid in Government Budgeting System (Red Book). 2.11 Develop recommendations for the inclusion of INGO assistance and all technical assistance (TA Book) in the Aid Management Platform and its progressive integration within national planning and budgeting processes. 2.12 Commission an analysis of other countries' experience in attracting general budgetary and programmatic support and identify implications for Nepal. Hold workshop with broad range of stakeholders to review recommendations. ***Reduce Transactions Costs and promote use of National Systems, including by Tracking Progress against Paris Declaration and NAP Indicators*** 2.13 Undertake a review of other countries' experience in promoting Joint Assistance Strategies among major donors and identify implications for Nepal. 2.14 Discuss findings with key stakeholders in government and the development community. 2.15 Support FACD to develop recommendations on how the Aid Management Platform can, over time, track PD and NAP indicators such as joint missions, joint analytical work, numbers of Parallel Project Implementation Units, use of PFM, use of Procurement systems, multi-year predictability.	2.10, 2.11, & 2.12 MoF (FACD), SWC 2.13, 2.14 & 2.15 MoF (FACD, BPD, FCGO), NPC	2.10, 2.11, & 2.12 Capacity Assessments, training (MoF & NPC), aid effectiveness network: $50,000 2.13, 2.14 & 2.15 Workshop, consultant, training, printing: $44,000 Technical backstopping from Regional Centre in Bangkok: $40,000
			Sub-total	US$ 277,000
3. Line Ministries have Ownership and Capacity to Engage in Aid Effectiveness Reform **Indicators:** • SWAp exist in three line ministries • Number of ministries with capacity development strategies in place • Number of ministries leading Government-donor sector coordination mechanisms **Baseline:** • SWAp exists in two line ministries,	**2009:** • Capacity assessments and sector CD Strategies completed for 3 line ministries **2010:** • Sector coordination mechanisms, including lessons learned from SWAps in education & health completed and training provided to 3 line ministries. **2011** • Pilot line ministries supported to include ODA data of their sector and options for linking development results data with financial data reviewed.	***Capacity Assessments & Strategies for Line Ministries*** 3.1 Conduct **Capacity Assessments of three line ministries** with a particular focus on planning, budgeting and aid coordination functions. 3.2 Support the development of selected **Sectoral Capacity Development Strategies**, which support better coordination of donor TA within the sector. Include analysis of existing Parallel Implementation Units and options for their progressive integration within regular ministry structures. Provide tailored training on aid effectiveness to officials from selected line ministries. ***Government-donor Sector Coordination*** 3.3 Support **effective Government-donor sector coordination mechanisms** by conducting review of existing sector coordination mechanisms, and documenting lessons	3.1 Line Ministries 3.2 Line Ministries, with MoF (FACD) & NPC 3.3 Line Ministries with MoF (FACD, BPD, FCGO), NPC	3.1 Three capacity assessments: $99,000 3.2-3.5 Support to Sector CD Strategies (national consultant, workshop), lessons learned, consultant inputs, website: $84,000 Training of line ministries (part of mid-level training above): $100,000

ACTIVITY RESULTS (PROJECT INTENDED OUTPUTS)	PROJECT OUTPUT TARGETS FOR (YEARS)	PROJECT INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
• None of the ministries with capacity development strategies in place • None of ministries leading Government-donor sector coordination mechanisms		learned from SWAps in education and health sectors. ***Managing for Development Results*** 3.4 Promote **managing for development results** by supporting NPC, national statistical service and line ministries in linking results data from monitoring systems with financial data from AMP. 3.5 Support pilot line ministries to package and analyse **ODA data for their sector on line ministry websites** – to support sector planning, budgeting, monitoring and accountability for results. *District Level Coordination Issue* 3.6 Develop and implement workable strategy on district level of aid management and coordination.	3.4 NPC, MoF (FACD), National Statistics Service 3.5 Line Ministries, with MoF (FACD, BPD, FCGO)& NPC 3.6 MOF (FACD) and NPC	
			Sub-total	US$ 283,000
Mid-term review and end of project evaluation completed *Indicator*: mid-term and end of project evaluations completed	**2010:** Mid-term review and workshop completed. **2011:** End of project evaluation completed	4.1 Conduct mid-term review of project and integrate lessons learned in project and annual work plan revision. 4.2 Conduct end of project evaluation.	4.1 UNDP, MoF (FACD) 4.2 UNDP, MoF (FACD)	4.1 & 4.2 External consultant: $40,000
			Sub-total	US$ 40,000
		Project Operation and Management Support (Project Support Staff, vehicle, equipment and operational cost)		US$ 237,000
			Grand Total	1,507,000

III. ANNUAL WORK PLAN

Year: January - December 2009

Annual Targets	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET					
		Q1	Q2	Q3	Q4		Funding Source	Budget code	Budget Description	Unit Cost	No. of Units	Amount
Needs and technical assessment completed and AMP working group established	**Activity Result 1**: National Aid Management Platform designed and implemented											
	Action 1: Need and technical assessment	XX	XX	XX		MOF (FACD, FCGO, BPD), NPC	Donor	71200	Contractual services	50,000	2	100,000
							Donor	71600	Travel and subsistence	10,000	2	20,000
	Action 2: Establish AMP Working Group.				XX	MOF (FACD, FCGO, BPD), NPC	Donor	72500	Supplies	333	12	4,000
							Donor	74100	Miscellaneous expenses	250	12	3,000
	Action 3: Development and delivery of a country-specific AMP prototype and instalation and testing			XX	XX	MOF (FACD, FCGO, BPD), NPC	UNDP	71200	Contractual services	50,000	2	100,000
							UNDP	71600	Travel and subsistence	10,000	2	20,000
Revised Foreign Aid Policy disseminated, senior level officials from MoF, NPC and line ministries trained in aid effectiveness, aid coordination mechanisms including JFA reviewed and code of conduct for government and donors developed	**Activity Result 2:** Foreign Aid Policy Reviewed, National Action Plan (NAP) for Aid Effectiveness completed, broadly owned and implemented											
	Action 1: Intra-governmental consultation on Revised Foreign Aid Policy	XX				MOF (FACD)	UNDP	71300	Contractual services	3,000	1	3,000
	Action 2: Finalize Revised Foreign Aid Policy		XX				UNDP	71600	Travel and subsistence	300	1	300
							UNDP	72500	Supplies	150	1	150
							UNDP	74100	Miscellaneous expenses	150	1	150

Annual Targets	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET					
		Q1	Q2	Q3	Q4		Funding Source	Budget code	Budget Description	Unit Cost	No. of Units	Amount
	Action 3: Support FACD to act as NAP Secretariat	XX	XX	XX	XX	MOF (FACD) and NPC	UNDP	72500	Supplies	500	12	6,000
	Action 3: Assess the capacity and complete strategies for MoF (FACD, BPD, FCGO) and NPC.	XX	XX	XX		MOF (FACD)	Donor	71200	Contractual services	20,000	1	20,000
								71600	Travel and subsistence	12,000	1	12,000
	Action 4: Upgrade existing website, launch revamped aid effectiveness websites and support quarterly newsletter							74100	Miscellaneous expenses	700	12	8,400
	Action 5: Training to senior level officials from MoF, NPC, MOH, MOE, MLD and other line ministries in aid effectiveness.		XX			MOF (FACD) and NPC	UNDP	71600	Travel and subsistence	2,000	15	30,000
	Action 6: Review of aid coordination mechanisms including Joint Financing Arrangements			XX		MOF (FACD)	UNDP	71300	Contractual services	10,000	1	10,000
	Action 7: Impact assessment of turn-key project/direct implementation projects			XX	XX	MOF (FACD)	UNDP	71300	Contractual services	10,000	1	10,000
	Action 8: Operationalise Aid Coordination Committee	XX	XX	XX	XX	MOF (FACD)	UNDP	72500	Supplies	417	12	5,000
	Action 9: Code of conduct for donors and government			XX		MOF (FACD)	UNDP	71300	Contractual services	5,000	1	5,000
Capacity assessments and sector CD Strategies completed for 3 line ministries	**Activity Result 3**: Line Ministries have Ownership and Capacity to Engage in Aid Effectiveness Reform											
	Action 1: Conduct capacity assessments for 3 line ministries		XX	XX	XX	Line ministries, MOF (FACD), NPC	UNDP	71200	Contractual services	10,000	2	20,000
	Action 2: Develop sector CD Strategies for 3 line ministries			XX	XX	Line ministries, MOF (FACD), NPC	UNDP	71200	Contractual services	10,000	2	20,000

Annual Targets	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET					
		Q1	Q2	Q3	Q4		Funding Source	Budget code	Budget Description	Unit Cost	No. of Units	Amount
							UNDP	71600	Travel and subsistence	10,000	2	20,000
							UNDP	72500	Supplies	2,500	2	5,000
							UNDP	74100	Miscellaneous expenses	1,000	2	2,000
End of project evaluation completed	**Activity Result 4**: Mid-term review and end of project evaluation completed											
	Support to project operation and management						UNDP	71400	Contractual services	2,000	12	24,000
							UNDP	71600	Travel and subsistence	500	12	6,000
							UNDP	72200	Vehicles	15,000	3	45,000
							UNDP	72200	Equipments and furniture	833	12	10,000
							UNDP	72500	Stationeries and supplies	500	12	6,000
							UNDP	73200	Rental, repair and maintenance	500	12	6,000
							UNDP	74100	Miscellaneous	500	12	6,000
TOTAL												527,000
									UNDP			400,000
									Donor			127,000

Year: January - December 2010

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET					
		Q1	Q2	Q3	Q4		Funding Source	Budget code	Budget Description	Unit Cost	No. of Units	Amount
AMP customisation, implementation and training to meet the needs of MoF/NPC, three pilot Line Ministries, and pilot donor agencies completed and Development Cooperation Report 2009/2010 prepared	**Activity Result 1**: National Aid Management Platform designed and implemented											
	Action 1: Training support and training of trainers of MOF, NPC, line ministries and Development Partners	XX				MOF (FACD),	Donor	71200	Contractual services	40,000	2	80,000
	Action 2: Preparation of Nepal Development Cooperation Report 2010.		XX			AMP Working Group,	Donor	71600	Travel and subsistence	7,500	2	15,000
							Donor	72500	Supplies	2,500	2	5,000
	Action 3: AMP sustainability packages for 2010			XX	XX	AMP Working Group	Donor	71200	Contractual services	55,000	3	165,000
							Donor	74100	Miscellaneous expenses	3,333	3	10,000
Foreign Aid Policy operational, Capacity assessments and strategies completed for MoF (FACD, BPD, FCGO) and NPC, recommendations on inclusion of INGO and TA in budget completed and tailored aid effectiveness training provided	**Activity Result 2:** Foreign Aid Policy disseminated and National Action Plan (NAP) for Aid Effectiveness completed, broadly owned and implemented											
	Action 1: Disseminate Foreign Aid Policy	XX	XX			MOF (FACD)	Donor	71300	Contractual services	3,000	1	3,000
				XX	XX	MOF (FACD)	Donor	71600	Travel and subsistence	500	1	500
												-
	Action 2: Support refinement of procedures for inclusion of aid in government budgeting system (red book)						Donor	71300	Contractual services	17,000	1	17,000
							Donor	72500	Supplies	300	1	300
							Donor	74100	Miscellaneous expenses	200	1	200
	Action 3: Workshop on inclusion of INGO's budget and TA in budget		XX	XX		MOF (FACD) and SWC	Donor	71600	Travel and subsistence	15,000	3	45,000
	Action 4: Conduct (senior and mid level) tailored aid effectiveness training				XX	MOF (FACD, DGF)	Donor	71600	Travel and subsistence	3,000	15	45,000
	Action 5: Establish and operate Aid Effectiveness Networks	XX	XX	XX	XX	MOF (FACD)	Donor	72500	Supplies	4,000	1	4,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET					
		Q1	Q2	Q3	Q4		Funding Source	Budget code	Budget Description	Unit Cost	No. of Units	Amount
	Action 6: Support quarterly newsletter	XX	XX	XX	XX	MOF (FACD)	Donor	72500	Supplies	4,000	1	4,000
Sector coordination mechanisms, including lessons learned from SWAps in education & health completed and training provided to 3 line ministries.	**Activity Result 3:** Line Ministries have Ownership and Capacity to Engage in Aid Effectiveness Reform											
	Action 1: Review of sector coordination mechanisms (building on lessons learned from SWAps in education & health)	XX	XX	XX		Line ministries, MOF (FACD), NPC	Donor	71200	Contractual services	22,500	2	45,000
	Action 2: Training for three line ministries.			XX		Line ministries, MOF (FACD), NPC	Donor	71600	Travel and subsistence	3,000	17	51,000
	Action 3: Support NPC, national statistical services and line ministries in linking results data from monitoring system with financial data from AMP	XX	XX	XX	XX	Line ministries, MOF (FACD), NPC	Donor	72500	Supplies	10,000	1	10,000
	Action 4: Support line ministries to package and analyse ODA data for their sector on line ministry websites			XX	XX	Line ministries, MOF (FACD), NPC	Donors	71300	Contractual services	5,000	1	5,000
								72500	Supplies	2,000	1	2,000
	Action 5: Develop and implement workable strategy pm district level aid management and coordination	XX	XX			Line ministries, MOF (FACD), NPC	Donors	71300	Contractual services	15,000	1	15,000
								72500	Supplies	4,000	1	4,000
Mid-term project evaluation completed	**Activity Result 4:** Mid-term review of the project completed											
	Action 1: Mid-term review and workshop		XX			UNDP, MOF (FACD)	Donor	71200	Contractual services	12,000	1	12,000
							Donor	71600	Travel and subsistence	6,000	1	6,000
							Donor	72500	Supplies	1,000	1	1,000
							Donor	74100	Miscellaneous expenses	1,000	1	1,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET					
		Q1	Q2	Q3	Q4		Funding Source	Budget code	Budget Description	Unit Cost	No. of Units	Amount
	Support to project operation and management						Donor	71400	Contractual services	2,250	12	27,000
							Donor	71600	Travel and subsistence	583	12	7,000
							Donor	72200	Equipments and furniture	417	12	5,000
							Donor	72500	Stationeries and supplies	750	12	9,000
							Donor	73200	Rental, repair and maintenance	500	12	6,000
							Donor	74100	Miscellaneous	750	12	9,000
TOTAL												609,000

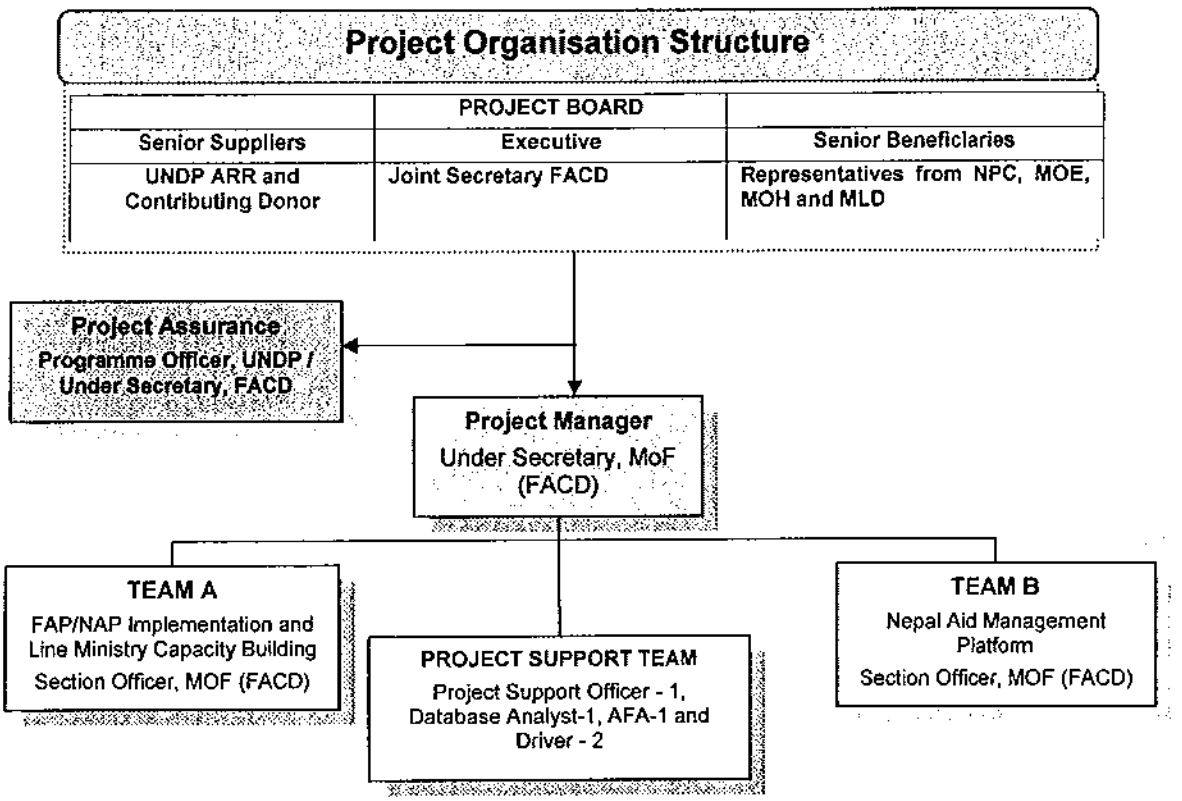
Year: January - December 2011

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET					
		Q1	Q2	Q3	Q4		Funding Source	Budget code	Budget Description	Unit Cost	No. of Units	Amount
Review (including impact monitoring) led by AMP Working Group completed using AMP customisation taking account of review findings and Regional knowledge-sharing workshop for countries using AMP done.	**Activity Result 1**: National Aid Management Platform designed and implemented											
	Action 1: Review of AMP (including impact monitoring) led by AMP Working Group.	XX				AMP working group	Donor	71200	Contractual services	17,500	2	35,000
							Donor	71600	Travel and subsistence	8,000	2	16,000
	Action 2: Customize AMP taking account of review findings (capacity development, knowledge sharing and process analysis)		XX			AMP working group	Donor	71300	Contractual services	5,000	2	10,000
							Donor	71600	Travel and subsistence	2,500	2	5,000
	Action 3: Regional knowledge-sharing workshop for countries using AMP.			XX	XX	AMP working group	Donor	71600	Travel and subsistence	20,000	1	20,000
							Donor	74100	Miscellaneous expenses	2,000	1	2,000
	Action 4: AMP Sustainability package for 2011-12	XX	XX	XX	XX	AMP Working Group	Donor	71200	Contractual services	20,000	2	40,000
							Donor	71600	Travel and subsistence	5,000	2	10,000
Foreign Aid Policy operational and recommendations on using AMP on tracking of PD and NAP indicators completed.	**Activity Result 2**: Foreign Aid Policy disseminated and National Action Plan (NAP) for Aid Effectiveness completed, broadly owned and implemented											
	Action 1: Operationalize Foreign Aid Policy and Guideline.	XX	XX	XX	XX	MOF (FACD)	Donor	71200	Contractual services	2,000	1	2,000
							Donor	71600	Travel and subsistence	1,000	1	1,000
	Action 2: Support FACD to develop recommendations on using AMP to track PD and NAP						Donor	72500	Supplies	500	1	500
							Donor	74100	Miscellaneous expenses	500	1	500

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET					
		Q1	Q2	Q3	Q4		Funding Source	Budget code	Budget Description	Unit Cost	No. of Units	Amount
	Action 3: Tracking of PD and NAP indicators using AMP as well as assessment of other countries experiences on attracting general budetory and programatic support and joint assistance Strategies	XX	XX			MOF (FACD)	Donor	71200	Contractual services	20,000	2	40,000
							Donor	71600	Travel and subsistence	7,000	2	14,000
	Action 6: Establish and operate Aid Effectiveness Networks	XX	XX	XX	XX	MOF (FACD)	Donor	72500	Supplies	4,000	1	4,000
	Action 6: Support quarterly newsletter	XX	XX	XX	XX	MOF (FACD)	Donor	72500	Supplies	4,000	1	4,000
Pilot line ministries supported to include ODA data of their sector and options for linking development results data with financial data reviewed.	**Activity Result 3**: Line Ministries have Ownership and Capacity to Engage in Aid Effectiveness Reform											
	Action 1: Capacity building of three line ministry(ies) to include ODA data for their sector	XX				Line ministries, MOF (FACD, BPD, FCGO), NPC	Donor	71600	Travel and subsistence	2,000	20	40,000
							Donor	74100	Miscellaneous expenses	3,000	2	6,000
	Action 2: Review of options for linking development results data with financial data		XX	XX		Line ministries, MOF (FACD), CBS	Donor	71200	Contractual services	20,000	1	20,000
							Donor	71600	Travel and subsistence	6,000	1	6,000
							Donor	72500	Supplies	5,000	1	5,000
							Donor	74100	Miscellaneous expenses	4,000	1	4,000
Final project evaluation completed	**Activity Result 4**: End of project evaluation completed											
	Action 1: Final project evaluation				XX	UNDP, MOF (FACD)	Donor	71200	Contractual services	12,000	1	12,000
							Donor	71600	Travel and subsistence	6,000	1	6,000
							Donor	72500	Supplies	1,000	1	1,000
							Donor	74100	Miscellaneous expenses	1,000	1	1,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET					
		Q1	Q2	Q3	Q4		Funding Source	Budget code	Budget Description	Unit Cost	No. of Units	Amount
	Support to project operation and management						Donor	71400	Contractual services	2,333	12	28,000
							Donor	71600	Travel and subsistence	667	12	8,000
							Donor	72200	Equipments and furniture	417	12	5,000
							Donor	72500	Stationeries and supplies	750	12	9,000
							Donor	73200	Rental, repair and maintenance	500	12	6,000
							Donor	74100	Miscellaneous	833	12	10,000
TOTAL												371,000

IV. MANAGEMENT ARRANGEMENTS



Project Management

The Project will be implemented by MoF/FACD under the overall supervision of the Joint Secretary, FACD/MOF. The day to day management will be the responsibility of a full time project manager appointed by MOF. MOF will depute one of the qualified and experienced Under Secretary of the FACD to work as a Project Manager for the entire period of this project. The project Manager will be experienced on relevant issues on aid management and aid effectiveness assessment. Further, MOF will arrange a strong IT team within FACD in the first year of the project to ensure continuity of AIMS being installed within FACD after project phase-out.

Project Board

The Project Board will be chaired by Joint Secretary of FACD/MOF (executive). Other members include UNDP/ARR and concerned donor representatives (senior suppliers) and representatives from NPC and line ministries namely MOE, MOH and MLD (senior beneficiaries). Meeting of the Project Board will be convened as and when necessary, however, one board meeting will be held at least each quarter. The meetings are chaired by the project executive. The project manager acts as the board secretary. The UNDP programme officer in assurance role will be the observer of the meeting and may provide further clarification and information on any issue being discussed in the meeting. The proceedings of the meeting and all the management decisions must be recorded in the minutes and signed by all the participants. The meeting will be held in FACD/MOF. The project board will be responsible for making management decisions by consensus for a project when guidance is required by the Project Manager and review the project based on the approved quarterly and annual work plan. Further, it will be responsible to sign the completion of each quarterly plan as well as authorizes the start of the next quarterly plan.

Project Assurance

Project Assurance is the responsibility of each Project Board member and the assurance role will be delegated to FACD/MOF Donor Coordination Section and UNDP Programme Officer. It will be independent of the Project Manager. The project assurance responsibilities, among other, includes (i) maintaining thorough liaison between the members of the Project Board throughout the project, (ii) met/manage the beneficiary needs and expectations, (iii) support to control risks, (iv) maintain

the visibility of the project, (v) establish workable internal and external communications (vi) ensure compliance of the applicable UNDP rules and regulations as well as any legislative constraints, (vii) adherence to RMG monitoring and reporting requirements and standards, (viii) following the quality management procedures and (ix) implement the Project Board's decisions and manage the revisions in line with the required procedures

Project Implementation Team
The project will be implemented by the Project Manager who will be qualified and experienced on relevant issues on aid management and enhancing aid effectiveness. In order to support the proper implementation of the project there will be three teams one each for (i) FAP/NAP Implementation and Line Ministry Capacity Building (Team A) and (ii) Nepal Aid Management Platform (Team B) and (iii) Project Support Team under the Project. While team A will act as a focal point for FAP/NAP Implementation and Line Ministry Capacity Building, the team B will be exclusively involved in overall coordination and implementation of Nepal Aid Management Platform. MOF will depute one Section Officer in each of the team to coordinate various activities to be implemented under each team. The Project Support Team will comprise of Project Support Officer, Database Analyst, Administrative and Finance Associate and Drivers, which will be recruited by the project. The Project Support team will assist Project Manager on overall implementation of the project.

Results of capacity assessment of implementing partner
This project is to develop the capacity development of MOF (FACD) in the areas of aid management and coordination by developing Aid Information Management System that will be linked to national planning and budgeting processes and assisting on successful operation of the National Action Plan on aid effectiveness and financing the capacity assessments and capacity development strategies for Ministry of Finance and providing a high quality training for senior and mid-level staff as one component of a broader capacity development strategy.

Collaborative arrangements with related projects (if any)
At present there is no other related project to collaborate with, however this project will benefit extensively with the experience gained on design and implementation of SWAp based aid management in education and health sector. MLD is moving towards SWAp approach with support from various donors and this project will closely collaborate with SWAp in local development initiatives in Nepal. In addition, strong linkages will be sought with projects supporting enhanced public financial management capacity, given that better aid management and stronger financial management results are mutually reinforcing.

Description/summary of the inputs to be provided by all partners
MOF, NPC, MOE, MLD, MOH and donor will be key partners of the project. MOF, NPC, MOE, MLD, MOH will actively participate in project implementation. In addition, MOF will designate four staff (two Under Secretaries and two Section officers) for managing this project while NPC, MOE, MLD, and MOH will appoint one senior officials (Under Secretary) to work as a focal point for the implementation of this project.

Furthermore, MOE and MOH will share their experiences on education and health SWAp and lessons learned by these two ministries on SWAp will be instrumental on developing SWAp by other line ministries. The NPC will facilitate other line ministries to move forward on SWAp. MLD intends to accelerate its movement towards the SWAp modality and this project will facilitate MLD's move in this direction. DFID is one of the development partners to finance the unfunded resources of this project and supplementary resource from DFID is expected by third quarter of 2009.

Cash Transfer Mechanism
UNDP will transfer the fund (cash) allocated for this project in the Project account in MOF on quarterly basis. First, based on the approved AWP, first quarter work plan will be prepared and approved. UNDP will transfer the budget required for the first quarter in the beginning of project implementation. Upon receipt of signed completion of each quarterly plan including financial report as well as next quarterly plan, the fund (cash) for the subsequent quarters will be transferred in the project account.

Further, the project will be implemented bringing all financial inputs into national budget system and will be fully reflected in the Red Book. Specially the budget of 2009/10 2010/11 and 2011/12 will be reflected in the Red Book.

UNDP Support Services
UNDP support will be required on project implementation in areas such as (i) recruitment of Project Support Team, (ii) procurement of goods, equipments and services, (iii) recruitment of national and international consultants, (iv) planning and implementation of training, workshops and exposure visits, (v) mid-term and final evaluation of the project, etc. Other area of UNDP support will be mutually identified and agreed. A separate Letter of Agreement (LOA) will be signed between FACD/MOF and UNDP in UNDP support services.

Audit arrangements
The project will be audited as per UNDP audit requirements as outlined in NEX guideline.

Review and Revision of the Project Components, Outputs and Fund Allocation
With a view to optimizing the benefits of the project, if the Implementing Partner (MOF) and donors (UNDP, etc.) jointly agree to review and revise any project components, outputs/activities along with the allocated fund. They will do the review and revision of the project components, outputs and fund allocation and keep all the implementation partners informed accordingly.

V. MONITORING FRAMEWORK AND EVALUATION

The project will be monitored against the M & E Framework, which builds on the CPAP M & E Framework. The indicative M&E framework is provided in Annex 2. The M&E framework will be refined during first quarter of project implementation. Progress against each of the indicators will be reviewed at least annually, and the tracking table updated accordingly. Key monitoring events are identified in the annexed M & E Schedule, and are included in the Annual Work Plans. The Project will also monitor and report on selected indicators relating to gender and social inclusion, and capacity development, as guided by UNDP.

In addition, in accordance with the programming policies and procedures outlined in the UNDP POPP 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 Project M & E Framework annexed hereto.
- 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 3), 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, **Quarterly Progress Reports** (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard UNDP report format. The signed QPR for the previous quarter shall be submitted with the Quarterly Work Plan and FACE by each NIM project to the concerned programme units for the release of quarter advance.
- 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. 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. The M & E Framework and updated Tracking Tool will be annexed to the Annual Review Report.

- **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. If necessary, following the Annual Project Review, the Annual Review Report should be revised and finalized.

Evaluation

A mid-term review will be conducted to ensure that lessons are learned at an early stage and factored into annual work plans or changes in management arrangements if required. At the end of the project a project evaluation will be conducted in order to provide lessons learned for similar projects in the future and to set out recommendations on how the sustainability of project benefits can best be ensured after project closure.

Quality Management for Project Activity Results

OUTPUT 1: National Aid Management Platform Designed and Implemented		
Activity Result 1	To develop and strengthen Aid Information Management database at the ministry level	Start Date: Jan. 2009 End Date: Dec. 2011
Purpose	Customize, install and test and technical support and training of trainers and training of ministries delivered on database prototype.	
Description	An international firm with a local IT firm will provide impact monitoring services, support knowledge sharing across countries in the region using AMP, and provide process analysis recommendations on how to improve integration with planning and budget processes and overall information flow.	
Quality Criteria	**Quality Method**	**Date of Assessment**
Customised IT application developed to manage and coordinate external assistance	Review the use of AMIS among line ministries. DCR complete and feedback on its quality. Reports produced by Development Gateway Foundation.	Nov./Dec. 2011

OUTPUT 2: Implementation of Revised Foreign Aid Policy and National Action Plan for Aid Effectiveness facilitated		
Activity Result 1	Implement revised Foreign Aid Policy and NAP for Aid Effectiveness	Start Date: Jan. 2009 End Date: Dec. 2011
Purpose	To increase regularity and professionalism on ensuring aid effectiveness.	
Description	The MOF and the NPC have a particular responsibility to guide other line ministries and Nepal's development partners in the effective use of aid and its alignment behind national priorities. The project will provide for a **capacity assessment** of the three divisions of MoF most directly dealing with aid management (FACD, BPD, and FCGO) and the two divisions at National Planning Commission (Economic Management Division and Poverty Monitoring Division). The project will facility government developing its capacity development strategy for these five divisions and provide senior and mid-level aid effectiveness training as one component of the capacity development strategy.	
Quality Criteria	**Quality Method**	**Date of Assessment**
PD Monitoring survey for 2010 records Nepal achieves 75% of localised PD targets	Aid Effectiveness survey	Nov./Dec. 2011

OUTPUT 3: Line Ministries have Ownership and Capacity to Engage in Aid Effectiveness Reform		
Activity Result 1	**Achieved aid effectiveness at sectoral level.**	Start Date: Jan. 2009

		End Date: Dec. 2011
Purpose	Localisation of aid effectiveness agenda and broadening of ownership beyond Ministry of Finance and NPC.	
Description	Supporting the **capacity assessment** of three line ministries and assisting them to use the findings to inform **sectoral capacity development strategies**, of which one component is the provision of training in aid effectiveness to mid-level line ministry officials. Further, mapping exercises will also be carried-out in the line Ministries. Further, support effective government-donor sector coordination by reviewing existing **sector coordination mechanisms** and documenting lessons learned from sector wide approaches in education and health sectors.	
Quality Criteria	**Quality Method**	**Date of Assessment**
Sectoral CD plan and sectoral coordination mechanism	Line ministry and development partner feedback. Aid effectiveness survey	Nov./Dec. 2011

VI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on signed on 23 February 1984.
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.

VII. ANNEXES

ANNEX I: DRAFT TERMS OF REFERENCE FOR IMPLEMENTING NATIONAL ACTION PLAN FOR AID EFFECTIVENESS

1. Background: The National Action Plan for Aid Effectiveness

The Government of Nepal conducted the OECD DAC Aid Effectiveness Survey in January 2008. The survey highlighted a number of challenges that result in external aid making less of a contribution to Nepal's development than it should. These include the:

- National development plans are not fully operational – their linkage to the national budget process is weak.
- Much external assistance flows around the national budget – it is not recorded in the national budget.
- Better planning and budgeting relies on better knowledge of future donor aid commitments – aid is not predictable enough.
- 85% of technical cooperation is not coordinated with national programmes – few national or sectoral programmes exist to guide the allocation of technical cooperation.
- Little aid follows programme-based approaches – there are two many separate projects.
- Few missions and analysis by donors is carried out jointly – meaning a heavy burden on government.

In response to these challenges, the Government of Nepal has already begun to draft a National Action Plan (NAP) on aid effectiveness. This identifies a small number of strategic actions that, if implemented, could greatly increase the development benefits of aid. For the NAP to be successful, it must be of a high quality and with clear targets and responsibilities. It needs to be owned by all the stakeholders within government that manage aid so that they are committed to implementing the National Action Plan. The Government seeks the views and inputs of development partners and their commitment to implementing the NAP through a mutual assessment of progress.

To ensure effective ownership and collaboration within government, across ministries, FACD will act as a NAP Secretariat and it will be chaired by Joint Secretary FACD/MOF with representative from FCGO and BAPD of Ministry of Finance, the National Planning Commission, three line ministries (MOH, MOE and MLD) that are involved in aid management as members and representatives from Development Partners.

To ensure that development partner perspectives and inputs are incorporated, a NAP Working Group will be established including experts from development partners that can contribute technical expertise to the design and implementation of the NAP and mutual assessment of progress. The Working Group will nominate one or two focal points that will be responsible for providing consolidated recommendations from the development assistance community to the Government.

2. Roles and Responsibilities

The overall objective of the NAP for aid effectiveness is to increase the effectiveness and efficiency of aid in support of the attainment of national development priorities and through the implementation of the national budget. The NAP Secretariat (led by FACD) is responsible for ensuring strong consultation across all agencies of government that manage aid in finalizing the National Action Plan and monitoring its implementation. Specifically, it will:

2.1 Prepare a Final Draft of the National Action Plan, having widely consulted

a) Prepare a **consolidated draft** National Action Plan for aid effectiveness and ensure it is **distributed to all ministries** that are involved in aid management and all development partners. Assess which Paris Declaration Survey indicators should be included in the Action Plan, and how to tailor the targets to fit Nepal's context.

b) Request each **ministry** involved in managing aid to prepare **consolidated inputs** to the plan and to provide these at least one week before the Steering Committee meets. Line ministries will need to ensure that there are linkages between the National Action Plan for aid effectiveness and their own Sector Business Plans.

c) Ensure that the NAP includes only a **small number of highly strategic actions**, and that for each action there is a clear and measurable indicator, target and deadline, and agency responsible. Timelines should be realistic, and take account of the capacity of the responsible government institutions and the complexity of the task. The financial and human resources needed to carry out the action must be identified, and the source of those resources.

d) Hold one or more meetings of the Steering Committee in order to agree a final draft of the National Action Plan – recognizing that the **NAP is a living document** that can be amended every year (or more frequently if necessary).

2.2 Monitor the Implementation of the National Action Plan

The Steering Committee will meet every two months to monitor progress, identify bottlenecks, and agree actions to improve the NAP implementation.

Examples of items on the agenda include:

2.2.1 Ownership

a. **Foreign Aid Policy:** Status of its implementation.

b. **Link to National Development Plan:** Periodically assess which National Development Plan priorities and indicators should be reflected in updates of the National Action Plan for aid effectiveness.

c. **Analysis:** Ensure sufficient data and analysis exists for progress to be made in implementing the national development plan and National Action Plan on aid effectiveness.

2.2.2 Alignment and Harmonisation

a. **Budget Alignment:** Maximise the share of external aid that is captured within the Budget, including technical assistance and funds through INGOs. Measures to increase and measure aid predictability. Consider what measures could increase general budget support as a share of total aid.

b. **NAP-Sector Alignment:** promote linkage between National Action Plan and Sector Business Plans and the budget process, including common indicators and targets. Ensure implementation of the National Action Plan on aid effectiveness at sector level.

c. **Joint Assistance Strategies:** consider potential benefits or risks from encouraging major donors to agree a joint assistance strategy.

d. **Comparative Advantage:**

e. **Public Financial Management:** Review progress in regarding the Work Plan for the Implementation of Public Expenditure and Financial Accountability (PEFA) Action Plan.

f. **Procurement:** Review progress in implementing the Public Procurement Law.

g. **Technical Assistance:** Coordination of technical assistance around national or sectoral capacity development strategies. Progressive elimination of parallel project implementation units.

h. **Reducing Burden on Government:**

i. **Comparative Advantage:** how can the comparative strengths of different donors be assessed? Can this be used to encourage donors to focus in areas of strength? Can reductions in the total number of donors in each sector help reduce the time spent by government in donor coordination and donor reporting?

ii. **Donor reporting:** can a standard format be agreed so that one kind of report can satisfy all – or most – donor reporting requirements?

iii. **Joint missions/analysis:** increase share of joint missions and joint analysis by donors, and the sharing of findings with government.

iv. **Sector coordination:** Review progress in improving sector level aid coordination mechanisms.

2.2.3 Managing for Development Results

a. Take stock of lessons from good or bad practice in Nepal and beyond, and reflect recommendations in National Action Plan and Sector Business Plans.

2.3 Implementation of the Nepal Aid Management Platform

Ownership and participation: Ensure that the ministries represented in the Steering Group have been consulted thoroughly on the purpose of the Aid Management Platform and how it can support ministries in implementing the National Development Plan, the Budget and in coordinating donors. Ensure that the data gathered by the AMP meets the most important aid management requirements of key ministries. Ensure that development partners are involved in the AMP design and implementation by seeking inputs from the donor NAP Working Group. Identify volunteers from among donors who are willing to support the piloting of AMP. Support the institutionalization of the AMP system into core participating organizations and agencies (e.g. ministries and development partners).

Meeting the needs: Provide substantive input to systems and process analysis and help develop the functional specification to ensure that the AMP addresses the most important budgeting, planning and monitoring requirements.

Support the National Action Plan: Ensure that the AMP system supports the key objectives set out in the NAP to the greatest extent possible.

Capacity: Identify capacity constraints within government and allocate resources for training in technical system usage and data analysis (and other relevant capacity areas). Ask donors to identify their own capacity constraints to contributing to and benefiting from the AMP and encourage them to remedy these constraints.

Monitor system use and data quality: Monitor usage of the system by government ministries and development partners and conduct regular reviews of data quality to ensure usefulness of the dataset for planning, analysis and reporting.

Identify and action issues: compile issues raised by user groups and liaise with provider (or government project manager) in order to rectify them.

ANNEX 2: M & E FRAMEWORK

Outcomes, Outputs and Activity Results	Indicator(s)/ Quality Criteria	Baseline(s)	Target(s)	Source(s)/ Means of Verification	Timing	Tracking		
						Current status	Last date of measurement	Remarks on progress
National priority or goal: Good Governance **UNDAF Priority No. 1: Socially excluded and economically marginalized groups have increased access to improved quality basic services** **UNDP Programme Component: Transitional governance**								
CPAP Output 2.1.2. Aid management and coordination system strengthened at MoF, NPC and selected line ministries.	% of aid flows to the Government that is reported in Government national budgets	74% ("Aid on Budget")	80% (Aid on Budget)	Paris Declaration Survey 2010	2010			
	# of parallel project implementation units	106	80	Paris Declaration Survey 2010	2010			
	% of aid provided as programme-based approaches	20%	50%	Paris Declaration Survey 2010	2010			
	% localized Paris Declaration Targets achieved	to be established	75% of localized Paris Declaration targets achieved in 2010	Paris Declaration Survey 2010	2010			
Project Activity Results (Intended Project Outputs)								
Nepal Aid Management Platform designed and implemented	Customized IT application developed to manage and coordinate external assistance	No operational IT system exists to track external assistance	Customized IT application developed to manage and coordinate external assistance	MoF	2009			
	National Development Cooperation Report prepared regularly	Not regular	National Development Cooperation Report 2010	MOF	2010			

Outcomes, Outputs and Activity Results	Indicator(s)/ Quality Criteria	Baseline(s)	Target(s)	Source(s)/ Means of Verification	Timing	Tracking		
						Current status	Last date of measurement	Remarks on progress
Implementation of revised Foreign Aid Policy and National Action Plan for Aid Effectiveness	Revised Foreign Aid Policy	Draft Foreign Aid Policy and NAP exists	Foreign Aid Policy revised and implemented	MoF	2009			
	Implementation of NAP on Aid Effectiveness	Programme based support (32%), Joint missions (36%) and Joint Country Analytical Works (37%)	Programme based support (50%), Joint missions (50%) and Joint Country Analytical Works (50%)	Paris Declaration Survey 2010	2010			
	Use of Public Financial Management (PFM) system and Procurement System	PFM = 68% and Procurement system = 59%	PFM = 85% and Procurement system = 70%	Paris Declaration Survey 2010	2010			
Line Ministries have ownership and capacity to engage in aid effectiveness reform	SWAp exist in three line ministries	SWAp exists in two line ministries	Three ministries have SWAp	Concerned ministries	2011			
	Number of ministries with capacity development strategies in place	None	Three ministries have capacity development strategies in place	Concerned ministries	2011			
	Number of ministries leading Government-donor sector coordination mechanisms	None	Three ministries lead Government-Donor sector coordination mechanisms	Concerned ministries	2011			

ANNEX 3: RISK LOG, ISSUE LOG AND COMMUNICATION AND MONITORING LOG

RISK LOG

Project Title: Developing Capacities for Effective Aid Management and Coordination
Award ID:

#	Description	Category	Impact & Probability	Countermeasures / Management response	Owner	Author	Date Identified	Last Update	Status
1	Political instability weakens government leadership of aid effectiveness agenda	Political	The situation is sensitive Probability = 3 Impact = 3	The realisation by the GON at the highest political level on the importance of aid effectiveness agenda.	GON	Project Formulation Mission	September 2008	December 2008	Decreasing
2	GoN ownership reduced by poor coordination across implementing agencies	Organisational	Moderate Probability = 2 Impact = 2	Establishing the NAP Steering Committee; strong outreach by MoF and NPC. Capacity development measures built into project to benefit line ministries as well as MoF and NPC	MOF (FACD)	Project Formulation Mission	September 2008	December 2008	Decreasing
3	Donors are not willing to adjust policies and practices to align with Government aid effectiveness policy and action plan	Organisational	Moderate Probability = 2 Impact = 2	Strong outreach to development partners by enhancing Government-donor coordination mechanisms and by reminding development partners of their obligations under the Paris and Accra agreements.	MOF (FACD)	Project Formulation Mission	September 2008	December 2008	Decreasing
4	Poor LAN systems and slow access to internet makes the AMP slow or unreliable to use, reducing buy-in by government and development partners	Operational	Moderate: current internet and LAN infrastructure is poor and electricity supply is increasingly unreliable. Probability = 2 Impact = 2	Importance of improving LAN and internet connectivity has been stressed to government counterparts. There is a need to outreach to government and development partners so that improvements in IT infrastructure can be implemented as soon as	MOF (FACD)	Project Formulation Mission	September 2008	December 2008	Increasing

#	Description	Category	Impact & Probability	Countermeasures / Management response	Owner	Author	Date Identified	Last Update	Status
				possible in 2009.					
5	Insufficient funds to deploy system and appropriate capacity development measures	Financial	Moderate: project has factored in capacity development costs but is currently not fully-funded Probability = 2 Impact = 2	Strong outreach by GoN and UNDP to development partners to lock in sufficient financing for CD measures	MOF (FACD)	Project Formulation Mission	September 2008	December 2008	Static
6	Project seen as a database project and broader aid effectiveness objectives are not achieved.	Strategic	Moderate Probability = 2 Impact = 2	Project design clearly emphasises that improved aid effectiveness requires action on aid policy, on action plans, on internal collaboration, and proposes strong internal coordination measures through NAP steering committee and capacity development measures which link the database to the broader aid effectiveness objectives.	MOF (FACD)	Project Formulation Mission	September 2008	December 2008	Static
7	Legal framework and practices in support to SWAps	Legal	Moderate risk that legislative reform will not be speedy enough to enhance SWAps within project timeframe Probability = 2 Impact = 2	Lessons to be learned from existing SWAps and this need to be factored into legislative reform	MoF (FACD) and NPC	Project Formulation Mission	September 2008	December 2008	Static
8	Government lacks sufficient analytical capacity to use aid database to improve decision-making	Technical	Moderate. Probability = 2 Impact = 2	Project builds in national consultancy inputs and various capacity development measures to address this risk within MOF and other	MOF (FACD)	Project Formulation Mission	September 2008	December 2008	Decreasing

#	Description	Category	Impact & Probability	Countermeasures / Management response	Owner	Author	Date Identified	Last Update	Status
				ministries.					
9	UNDP lacks sufficient in-house expertise to backstop project effectively	Technical	Moderate. Probability = 2 Impact = 2	Project builds periodic backstopping from UNDP Regional Centre in Bangkok. Consideration should be given to enhancing CO aid effectiveness expertise.	MOF (FACD)	Project Formulation Mission	September 2008	December 2008	Decreasing

ISSUES LOG

ID	Type		Date Identified	Description and Comments	Status	Status Change Date	Author
1	Problems	Project design	Sept. 2008	Project designed assumes involvement of NPC, key ministries (MLD, MOH, MOE) besides MOF (FACD).	Comments obtained from all the implementing partners to ensure ownership	February 2009	Design team
		Management	Sept. 2008	Involvement of MLD, MOH, MOE, NPC, etc. on project implementation.	Orientation on project management	February 2009	Design team
		Coordination and understanding	Sept. 2008	Willingness of key stakeholders actively participates on project activities.	Orientation to stakeholders	February 2009	Design team
			January 2009	Communication and collaboration across departments and ministries including between MOF, NPC and line ministries	Foreign aid management still within the domain of FACD.	July 2009	Design team
			January 2009	Quality and systematic dialogue with development partners	Foreign aid management still within the domain of FACD.	July 2009	Design Team
2	Other	Clarity on role and responsibilities of line ministries on aid management	Sept. 2008	Role and responsibilities of the implementing agencies on project management clarified.	Orientation on role of implementing agencies on aid management.	February 2009	Design team

Communication and Monitoring Plan

Actions	Type of Action	Stakeholders	Due By	Completed On	Status
Refine M&E framework	M&E framework is indicative and requires refinement	MOF (FACD)	1st Quarter of 2009	March 2008	Draft exist
Annual review	Review project implementation status against annual target	MOF (FACD), MLD, MOH, MOE, NPC and development partners.	December each year	-	NA
Annual report (PIR)	Document annual progress against targets	MOF (FACD), MLD, MOH, MOE, NPC and development partners.	December 15, each year	-	NA
Audit	Assess financial compliance	MOF (FACD), MLD, MOH, MOE, NPC and development partners.	1st quarter of next financial year	-	NA
Donor Report	Report project performance and financial status	MOF (FACD), MLD, MOH, MOE, NPC and development partners.	December 15, each year	-	NA
Final Evaluation	Assess the extent to which project has achieved design outputs and outcomes	MOF (FACD), MLD, MOH, MOE, NPC and development partners.	December 2011	-	NA
Mid-term evaluation	Assess the relevance of project design, likelihood of success and identify the required revision (if any)	MOF (FACD), MLD, MOH, MOE, NPC and development partners.	July 2011	-	NA
Monitoring visit	Quality assurance/control and project benefit monitoring and evaluation	MOF (FACD), MLD, MOH, MOE, NPC and development partners.	Every quarter	-	NA
Work-plan	Annual work-plan preparation	MOF (FACD), MLD, MOH, MOE, NPC and development partners.	December each year	-	NA
Workshop	Finalization of Foreign Aid Policy and other initiatives on aid management.	MOF (FACD), MLD, MOH, MOE, NPC and development partners.	Intermittently	-	NA

Note: NA = Not applicable, TBD = to be decided

Annex 4: Terms of Reference of Project Team

Position Title: Project Manager
Duty Station: Kathmandu (FACD/MOF)
Duration: Till end of 2011.

The Project Manager will implement the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board and will be responsible to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The specific responsibilities of the Project manager will include the following.

Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- Perform Team Manager and Project Support roles;

Running a project

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Monitor events as determined in Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor project risks as initially identified in Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and monitor/maintain an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual Review Report, and submit the report to the Project Board;
- Based on review, prepare AWP for the following year, and Quarterly Plans if required.

Closing a Project

- Prepare Final Project Review Reports to be submitted to the Project Board;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

Qualifications and Experiences

MOF will depute one of the experienced Under Secretary of FACD to work as a Project Manager for the entire period of this project.

Position Title	:	**Project Support Officer**
Level	:	**SB - 3**
Duty Station	:	Kathmandu (FACD/MOF)
Duration	:	Till end of 2011. Service contract will be issued annually, with possibilities of extension.

Duties and Responsible

The Project Support Officer will work under the direct supervision of Project Manager and s/he will support the Project Manager to:

a) Prepare a detailed work-plan, schedule and budget, for approval by the FACD/MOF and the UNDP/Nepal, and updated it on quarterly basis.
b) Prepare detailed plan for programme review, reporting and evaluation.
c) Ensure the timely mobilization and utilization of programme personnel, subcontracts, training and equipment inputs, whether these are procured by the Implementing Partner/s.
d) Coordinate with implementing agencies to plan and implement the training programme to develop their capacity on aid management.
e) Prepare terms of reference for the procurement of international and national consultants including consultant for AIMS, expedite procurement process, ensure quality assurance and timely delivery of the services.
f) Support UNDP, FACD/MOF and the project in a number of activities planned over the life of the project.
g) Carry out other assignments, as required by the programme from time to time.

Qualifications and Experiences

The candidate will have at least Master's Degree in economics, development studies or any other relevant field. S/he should possess a clear understanding of the basic concepts of foreign aid management and coordination. The candidate should have a substantial level of experiences in different aspects of aid management and understanding and knowledge of the basic computer systems necessary for: (a) programme management and coordination and (ii) database management and must be fluent in both spoken and written Nepali and English languages.

Position Title	:	**Database Analyst (DA)**
Level	:	**SB - 2**
Duration	:	Till end of 2011. Service contract will be issued annually, with possibilities of extension.
Duty Station	:	Kathmandu

The Database Analyst will work under the direct supervision of Project Manager and s/he will be responsible to:

a) Support to design and upgrade database for the FACD
b) Support to develop Aid Management Information System (AMIS)
c) Develop AMIS Database Use Manual and disseminate.
d) Provide data and information to concerned officers in FACD and other donors producing monthly, quarterly, and annual reports including other relevant sectoral reports as per the need of the programme.
e) Provide regular updated facts and figures in table, graphs, and charts as per need.
f) Develop appropriate formats for collecting data for database development and management in coordination with FACD Management Team.
g) Review TOR for hardware procurement, software programming, installation, training, operating manuals and maintenance.
h) Prepare and submit reports based on the information and data received from concerned donors and line ministries.
i) Update NAP and FACD Website regularly and provide technical support in computer system.
j) Perform any other duty assigned by programme management.

Educations and Qualification

Bachelor degree in Information Technology or relevant subject S/he should have five years of strong professional background in management information system with exposure in development filed and must have good command of English and Nepali language both written and spoken and knowledge of database handling and management is essential.

Position Title	:	**Administrative and Finance Assistant (AFA)**
Level	:	SB - 2
Duty Station	:	Kathmandu with frequent travel to programme districts
Duration	:	Till end of 2011. Service contract will be issued annually, with possibilities of extension.

Duties and Responsibilities

The Administrative and Finance Assistant will work under the direct supervision of Project Manager and s/he will be responsible to:

a) Maintain records on financial accounts, personnel, procurement and inventory;
b) Assist in administrative work and provide logistic support for smooth implementation of programme;
c) Draw up specifications for the equipment required under the programme; purchase of equipments according to NEX Guidelines; maintain an inventory and ensures the proper operation, maintenance and appropriate distribution of project equipments.
d) Assist in arranging Project Executive Board, Procurement and Recruitment Committee meetings and preparing minute of these meetings;
e) Assist in arranging and providing logistic support for the conduct of workshop and seminars;
f) Assist in annual audit exercise
g) Record the project vehicles and equipments;
h) Handle petty cash and reimbursement of petty cash bills;
i) Perform any other duty assigned by programme management.

Qualifications and Experience

a) Bachelors Degree in management with hands-on experience with UN or similar development programme or reputed private organization for at least 2 years.
b) Should possess a good financial accounting and reporting as well as exposure in administration of programme.
c) Must have excellent skills in computers (Windows, Word, Excel, Power Point); should able to operate financial packages independently.
d) Must have good command of English language both written and spoken and knowledge of auditing is essential.