

Government of the Democratic People's Republic of Korea

United Nations Development Programme

Partners: United Nations Conference on Trade and Development
Swiss Development Cooperation

Capacity Building for Enhanced Development Cooperation

The eventual outcome of this UNDP project – *Capacity Building for Enhanced Development Cooperation* – is to promote more effective government ownership of the mobilisation and management of external resource-flows mainly through the provision of strategic capacity building support to key government stakeholders and agencies involved in the coordination of development cooperation.

Through strengthening a secretarial function of the existing Coordinating Mechanism – as well as a series of workshops, study tours, on-the-job training and “up-stream” dialogue activities – the project aims at:

- Enhancing gradually the quality of interaction between Government and donors in order to achieve international standards over the medium term.
- Increasing significantly the capacity of DPRK staff to collect, analyse and disseminate information data.
- Improving significantly accountability of DPRK agencies and donors, notably through systematic evaluation and reporting.
- Increasing the capacity in donor coordination – including the organisation of Roundtable Meetings (co-chaired by the Government and UNDP) and the preparation of related documents.
- Providing initial steps in systematising horizontal exchange of information among DPRK agencies.

The project also provides the international community with an opportunity to promote development cooperation as the need for emergency assistance progressively declines over time.

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Signature Block

1. Situation Analysis

As elaborated in the 2nd Country Cooperation Framework (CCF-2) submitted by the Government to UNDP’s Executive Board in June 2001, DPR Korea has been a country in a special development situation. In fact it is still technically at war and a significant portion of its limited resources is allocated for defense purposes to cope with the ever-present anxiety of a perceived threat to its human and national security.

The human development achievements that the country made until the early 1990s – although impressive – have been seriously challenged by rapid changes in its external circumstances mainly through a loss of its traditional partnerships with Socialist countries since the late 1980s, through a series of severe natural disasters throughout the second part of the 1990s, while economic sanctions continued. These challenging conditions continue to dictate national policies and actions, leading the country to persist in its unique development policy “with Korean characteristics” as a means of responding to the hardships experienced since the beginning of the economic difficulties.

The country has benefited significant emergency assistance from the international community, especially food aid ¹, which has averted mass starvation. More importantly, the availability of emergency assistance has freed up some of its own resources, allowing the country to engage in rehabilitation and development activities. The Government’s current development policies and priorities cover – therefore – a wide spectrum, from dealing with short-term emergency conditions to the aim of achieving long-term economic modernisation and development. Sub-goals include responding to food shortages so as to prevent malnutrition and hunger, notably by producing six million tonnes of cereals or equivalents by 2003, and revitalising the national economy to meet the goal of improving the quality of life of the population.

Following intense and prolonged negotiations between the Government and international donors – due in large part to the lack of exposure to each other’s regulations and procedural arrangements – there have been significant improvements since 1995, and increasing consensus has been reached in important cooperation areas. Further assistance from the international community, beyond emergency support, will however call for improvements in ways Government manages and coordinates international cooperation, aligning them with international standards for efficiency, transparency and accountability.

2. Strategy and Formulation Process

As identified in the CCF-2, UNDP and the Swiss Development Cooperation (SDC) fielded a joint mission in August 2001 to initiate discussions with Government and other development stakeholders on the broad outline of a possible programme on *Capacity Building for Enhanced Development Cooperation*. After having reviewed and discussed DPRK and donor perspectives on Development Cooperation (DC) – partly provided under emergency assistance – the Joint Donor Mission has proposed

¹ The cumulative food aid has reached approximately 2,9 million tonnes since 1996 – “WFP, DPRK: Review of Operations 2001” page 11.

five areas of concentration over the medium term ². Subsequently, another Joint Donor Mission was fielded in March 2002 to formulate a project document. In other words, the strategy has evolved through intense dialogue and consultation spanning several months and involving all stakeholders represented in Pyongyang, including the NGO community.

The strategy has attempted to address the issues of capacity, transparency and accountability, the key components of effectiveness and efficiency in promoting and sustaining Development Cooperation. Regarding **capacity**, it is now agreed that exposure of DPRK staff through study tours, topical workshops and on-the-job training activities should be intensified in the first phase of the Project. Training is especially needed for project formulation and implementation, to align DPRK practices with international standards over the medium term. Equally important, it is now agreed that the entry points for Development Cooperation should be at the meso (sectoral or sub-national) level ³. Finally, a learning culture will be initiated to document lessons learnt and to share knowledge.

Regarding **transparency**, the Project design has also built on the lessons learnt from recent cooperation for rehabilitation in Agriculture, notably within the Agricultural Recovery and Environmental Protection (AREP) programme, implemented since 1998. Indeed, a division of labour is needed between “coordination/formulation” and “implementation” the latter being performed by “line ministries” or other implementing bodies. In addition, more information and statistical data should be systematically collected and disseminated, not only to the international community but also within the DPRK administration itself, overcoming the differentiating tendencies of the past.

Regarding **accountability**, it is also agreed that explicit “outcome indicators” and “output targets” of Development Cooperation will be formulated to facilitate systematic evaluation of outputs and their contribution to “outcomes”.

The **partnership strategy** is now made an integral component of the proposed project. As suggested above, the Project was initially designed for a 3-year period, ending in 2005. In addition, it covers activities that would be funded by donors, either through cost-sharing agreements with UNDP or in parallel financing. Considering the amount of funds that are immediately available (i.e. about one million dollars), this project document will only cover the priority activities to be implemented over the first 18 months of the envisaged project, i.e. from July 2002 to December 2003. The division into phases also allows donors to appreciate the Project performance before committing further funds. In this regard constant monitoring and evaluation of this project is especially needed.

Some priority activities, such as the publication of the Development Cooperation Report (DCR) and the holding of the RTM on “Sustainable Rural Development”, are now planned for 2004. If additional funds were available, these activities could take place in 2003, as intended initially. Throughout the formulation process and in the strategy finalised, the overriding emphasis has been the Government’s capacity to mobilise and manage external resources.

² Cf. Joint Donor Mission report on “Capacity Building for Enhanced Development Cooperation”, 18-31 August 2001.

³ Cf. Joint Donor Mission report, page 8.

The direct target beneficiaries will therefore be the key staff of the relevant ministries and agencies involved in aid coordination related functions as well as their partners. The ultimate beneficiaries of this project are the total population of DPRK, especially its rural population, who will benefit significantly from efficient aid coordination and management.

3. Results and Resources Framework

This project document has strictly followed the new project document format recently issued by UNDP, adhering to the new concepts and logical sequence going from “outcomes” to “activities” and to inputs, thus adopting the revised terminology of “outcome”, “outcome indicator”, “output”, “output target”, “activity” and “inputs” (Annex 9.6). This, inter alia, should facilitate monitoring and evaluation at the three levels at a later stage.

3.1 Outcome and Outcome Indicators

The “**outcome**” of this project has now been formulated in the UNDP’s Strategic Results Framework (SRF) for the country, as “*effective Government ownership of the mobilisation and management of external resources*”. The five results previously identified in the August 2001 report are then presented as “**outcome indicators**”. They are:

- A. Gradual enhancement of the quality of interaction between Government and donors in order to achieve international standards over the medium term.
- B. Significant increase in the capacity of DPRK staff to collect, analyse and disseminate information data.
- C. Significant improvement in accountability of both DPRK agencies and donors, notably through systematic evaluation and reporting.
- D. Increase in the capacity for donor coordination - including the organisation of Roundtable Meetings (co-chaired by the government and UNDP) and the preparation of related documents.
- E. Provision of initial steps in systematising horizontal exchange of information among DPRK agencies.

3.2 Intended Outputs

Following another round of consultation with Government (NCC for UNDP), donors, UN Agencies and NGOs represented in Pyongyang, it is now agreed that the Project should aim for 22 outputs, even if additional funding is yet to be found.

- A. Gradual enhancement of the quality of interaction between Government and donors in order to achieve international standards over the medium term.**

Regarding the outcome indicator “A”, the five outputs are:

A.1. Distinction made between “coordination/ formulation” and implementation. Such a division of labour will clarify responsibilities within the DPRK administration. The existing “Coordinating Mechanism”⁴ should indeed lead the formulation phase of all cooperation programmes/projects, with technical support from appropriate agencies and donors. Once the project documents have been approved and signed however, project implementation should rest with the “line ministries” or other Agencies, under the overall authority of the Coordinating Mechanism. No national agencies should liaise with donors for new project ideas without explicit approval by the Coordinating Mechanism. On the other hand, line ministries and/or other national agencies are responsible for project implementation and donors should be able to liaise directly with them, as appropriate. It is also understood that the Coordinating Mechanism could execute projects that are directly related to its mandate, such as this project.

The Project will mainly concentrate on capacity building at the meso (e.g. sub-national) level and support to specific line ministries could be considered at a later stage. As well, the interface between the Coordinating Mechanism and the line ministries could, if needed, be considered in the future.

A.2. Regular meetings between Government and donors instituted. Such meetings are expected to address issues of sectoral and thematic relevance. They are to be co-chaired by Government and UNDP. This represents a significant improvement over the current situation, which is – understandably – dominated by ad-hoc bilateral discussions on short-term assistance issues.

A.3. By instituting regular contact between donors and implementing agencies, once a project has been approved, significant gains in efficiency can be expected.

A.4. Liaison officers play a significant role in the existing cooperation system. Their limited experience and knowledge of Development Cooperation however, call for strengthening and intensive training, after reviewing their job descriptions and terms of reference.

A5. Project Steering Committees provide useful fora for interaction between donors and DPRK staff. This instrument should be generalised to all major development projects.

B. Significant increase in the capacity of DPRK staff to collect, analyse and disseminate information data.

Regarding the outcome indicator “B”, the three outputs are:

B.1. Rather than relying exclusively on censuses and administrative reports, which take time to complete, this project suggests a wider use of sample surveys, which can provide, through a random process, reliable yet inexpensive data for monitoring and planning purposes. DPRK staff should then be trained to conduct these surveys themselves. In addition, the Project submits that scenario planning should be part of the techniques used in development planning and programming.

⁴ Mainly composed of Cabinet members.

B.2. DPRK possesses a wealth of data on its economy, but they have not been collected, aggregated and shared for the purpose of Development Cooperation. This project proposes to establish a database⁵ of key socio-economic indicators, in accordance with international definitions and standards. Such a database could first include the relevant Millennium Development Goals (MDG), to which the Government has subscribed. Subsequently, this database could be extended to include sectoral information as new sectors are being tabled for discussion with donors. More specifically, data on AREP should be included in the database as soon as possible, to be followed by data on Rural Energy.

B.3. For planning and reporting purposes, data on Development Cooperation will be required. This project proposes to create a database on Development Cooperation, using an UNDP proven software (DCAS). DPRK staff should be trained in this regard and study tour to the OECD Secretariat will be organised to gain further insight on Development Cooperation reporting.

C. Significant improvement in accountability of both DPRK agencies and donors, notably through systematic evaluation and reporting.

Regarding the outcome indicator “C”, the five outputs are:

C.1. Not quite similar to emergency assistance, Development Cooperation has followed clearly defined “phases” as illustrated in the “project cycle”, going from identification to appraisal, to implementation and to post evaluation. DPRK professional staff needs to be trained in “project cycle management”. Equally important, DPRK professional staff needs to be furthered trained in drafting project proposals. In this respect, training of trainers is deemed the most appropriate approach.

C.2. Regarding evaluation, the first step calls for identifying DPRK institutions that could possibly become Centres of Excellence. These centres will then form the basis on which to build and promote evaluation in DPRK, notably in conjunction with international consulting companies. DPRK competence will thus be built gradually to replace international personnel.

C.3. The Project has planned a substantial effort to train DPRK staff in monitoring and evaluation (M&E). Clearly, M&E will have to follow “a results-oriented framework” as recently proposed by UNDP⁶. It is not clear however, at this stage, whether auditing should go beyond “financial auditing”, as suggested in some quarters.

C.4. The Project has considered drafting and publishing regular reports on the evolution of Development Cooperation in DPRK, in addition to training in DCAS (Cf. output B.3, above). However, the volume of DC may not justify such an effort in 2003 – when the aid volume disbursed in 2002 would be reported – and some

⁵ For the purpose of this project document, “database” contains both quantitative and qualitative information, whereas “databank” refers to quantitative information only.

⁶ “*Managing for Results: Monitoring and Evaluation in UNDP – A results-oriented framework*” by UNDP-Evaluation Office, dated 16 November 2001.

activities related to this output could be postponed to the year 2004, especially if funding is limited.

C.5. Most of the outputs and activities mentioned above are based on up-to-date but existing knowledge. In order to improve further, the Project favours introducing a learning process in which the Project would facilitate through regular analysis of Development Cooperation activities in DPRK and the documentation of lessons learnt.

D. Increase in the capacity for donor coordination - including the organisation of Roundtable Meetings (co-chaired by the government and UNDP) and the preparation of related documents.

Regarding the outcome indicator “D”, the seven outputs are:

D.1. Exposure tours shall be organised to similar experiences, preferably in Southeast Asia and in Eastern Europe. Funds permitting, visits to a few DAC countries to study their respective practices would certainly help. The exposure tour to Southeast Asia could take place during the second quarter of 2002, even before the approval of this project document.

D.2. As mentioned above, the Project favours strong coordination during the formulation phase coupled with large autonomy during the implementation phase. It then proposes – and Government has agreed – to consolidate into one-single coordination mechanism within the Government. Such a mechanism, de facto, exists but it becomes more complex when it goes beyond Ministry of Foreign Affairs (MFA). It is nevertheless understood that the Flood Damage Rehabilitation Committee (FDRC) will continue to fulfil its useful role as long as emergency assistance continues. Projects involved in “rehabilitation work” will gradually follow the proven pattern that already exists with UN agencies involved in development work (e.g. close collaboration with National Coordination Committees, NCC, and direct links with “line ministries”).

D.3. To that effect, the Project shall support a “Project Management Unit” (PMU) ⁷ to be established by the Government within the MFA. Execution of the Project still rests with UNDP during the next 18 months, and the PMU is expected to perform a secretarial function to facilitate coordination by the Coordinating Mechanism. The PMU should not implement projects and has no authority over project Steering Committees that are chaired by “line ministries” or implementing agencies. In contrast to the FDRC, the proposed PMU has no ramifications in the provinces and counties.

D.4. In addition, the Project will assist in preparing the guidelines governing the interface between the PMU and the Project Steering Committees. Again, the PMU should concentrate on assisting the existing Coordination Mechanism to allocate scarce resources in accordance with macro and meso priorities, monitor outcomes and outputs, and obtain relevant information from projects to that effect.

⁷ Informed readers will notice the differences between the PMU proposed here and the traditional PMUs, which are solely in charge of managing projects.

D.5. Drawing on lessons learnt with the two previous Roundtable Meetings, the Project will further facilitate donor coordination by Government. DPRK staff should however be trained further in preparing sector studies and in developing meso level frameworks. Such frameworks are expected to form the basis for defining and negotiating cooperation activities with the donor community.

D.6. Furthermore and in line with the UNDP’s SRF for the country, the Project envisages the organisation – in collaboration with Government – of a follow-up meeting to the 2000 Roundtable Meeting and an informal donor consultation on “Sustainable Rural Energy” within 2002. To that effect, the Project will assist in the completion of discussion documents. Finally, it is noteworthy that the organisation of another full-fledged Roundtable Meeting is provisionally postponed to 2004, unless additional financial resources can be mobilised⁸.

D.7. As mentioned earlier, the current draft project document has been designed within a one-million-US\$ envelop. The Country Office and the Project should therefore formulate a Partnership Strategy to bridge the existing financial gap, as well as to mobilise additional resources for the next phase of the Project.

E. Provision of initial steps in systematising horizontal exchange of information among DPRK agencies.

The Project will only initiate this process through two (2) outputs especially that capacity building in this domain requires a longer time horizon than 18 months, the duration of the first phase. The two outputs for outcome indicator “E” are:

E.1. Lessons learnt and comparative experiences are disseminated. The Project plans to assist both national agencies and donors in comparing their respective experiences and in sharing lessons learnt. To that effect, annual workshops are planned and an analysis will be made to suggest the appropriate incentives to promote this new culture.

E.2. Finally, lateral communication and exchange of information is deemed essential for efficient management, notably of Development Cooperation. At this stage however, the Project plans only to analyse the job descriptions of director-level staff and make proposals, for appropriate teambuilding training.

The corresponding activities and inputs of all the 22 outputs are summarised in Annex 9.1, the Results and Resources Framework.

4. Output Target and Input-Output Budget

For each of the 22 intended outputs mentioned above, the Project has identified key activities, the completion of which represents the **minimum requirement** to achieve that specific output. For example, the Project is suggesting three (3) activities to achieve output B.1 (“*Staff trained in data collection/analysis and scenario planning*”). They are:

⁸ The cost of preparing and holding the 3rd RTM is estimated at \$260,000

- Activity B.1.1: Assessment of training needs in data collection/analysis and scenario planning.
- Activity B.1.2: Production of operation manuals.
- Activity B.1.3: Training in sampling surveys, data analysis and scenario planning.

Another example is provided with regard to output B.2 (*“Database on key socio-economic indicators established jointly with national partners concerned, in accordance with international standards”*). To achieve this specific output, the Project has identified four (4) activities, namely:

- Activity B.2.1: Selection of key indicators (based on MDG).
- Activity B.2.2: Assessment of TA needs and establishment of the database ⁹.
- Activity B.2.3: Support in databank management.
- Activity B.2.4: Training in databank management.

The Project then suggests target completion dates for all activities. These dates are summarised in the “project completion schedule”, which represents a road map for the next 18 months. Target dates are categorised by quarter in 2002 and by “half-year” in 2003. Overall, three activities would be completed in the second quarter of 2002, nine in the third quarter, eight in the fourth quarter and 14 throughout 2003 (Cf. Annex 9.5). The Project completion schedule assumes that the Project would be in full operation in the third quarter of 2002, during which time the Chief Technical Advisor (CTA) in collaboration with the entire team ¹⁰, will formulate the Project Workplan. This should bring the added advantage of team building.

With regard to **inputs by donors** – through both cost-sharing arrangements with UNDP or parallel financing – the Project realises that most, if not all, DPRK professional staff have already received university-level education and some of them have already been exposed to international practices. What is needed then is very **specific technical assistance through the provision of highly experienced experts**. For example, with regard to activity B.1.3 mentioned above, the Project recognises that some DPRK statisticians have already been exposed to sample survey techniques over the last few years. They however need coaching on ways to obtain more reliable data through the most efficient practice. One option to achieve this would be the design of a “master sample” for each of the economic or social sectors (e.g. Agriculture, Rural Energy etc). As well, the proposed expert on scenario planning should have proven experience in her/his domain.

Considering the high level of expertise required, it could be difficult to find just one person to perform activity B.1.3. May be, the Project would need to find three different experts – one for sampling surveys, one for data analysis and one for scenario planning. To meet this challenge, the Project contemplates the possibility of sub-contracting activity B.1.3 (Cf. Contract A in the Budget) to an overseas institution, which would then provide the necessary inputs and assist in mobilising fresh funds in case additional needs were identified.

⁹ Clearly, such a database could “pave the way” for drafting the Common Country Assessment (CCA), if and when such an exercise were to be decided.

¹⁰ Including the National Project Coordinator (NPC) and the PMU staff.

Furthermore, the Project recognises that DPR Korea will ultimately join the International Financial Institutions, notably the Asian Development Bank (ADB). Training in the Project Cycle (activities in output C.1) should then be viewed in this perspective. Better still, participation of ADB staff in this activity would go a long way fulfilling this output.

Finally, each activity has been costed, based on the estimated time for completion and UNDP standard costs (e.g. \$15,000 per work month for experts). The detailed output targets, activities, inputs and their respective costs are presented in Annex 9.2, and the total budget is presented in section 8 of this document.

5. Management Arrangements

5.1 Execution Modality

As agreed with Government, the Project will be undertaken in accordance with UNDP Direct Execution (DEX) guidelines during its first phase, i.e. until the end of 2003, building on the team currently responsible for RTMs. During this first phase financial accountability will rest with UNDP, in accordance with DEX guidelines. Monitoring and evaluation, in particular, will strictly follow the new UNDP guidelines, to include a) progress towards outcomes, b) contributions of UNDP towards outcomes, and c) partnership strategy. It is however expected that the UNDP Resident Representative and the National Project Coordinator (NPC) will find ways to gradually transfer responsibility and accountability to the Government. National Execution (NEX) is the preferred option after the first phase (18 months).

5.2 Steering Committee and Technical Teams

The Project will have a Steering Committee composed of representatives of Government and UNDP, but also those of donors involved in this project whether under cost-sharing arrangements with UNDP or providing parallel financing. This will provide all stakeholders an opportunity to coordinate their inputs in support of the national programme and synchronise their strategies.

For the specific purpose of preparing and conducting the thematic consultations and to prepare for the third RTM, there will be Technical Teams established, which are composed of the Chief Technical Advisor (CTA) and the NPC as well as representatives from related national agencies.

5.3 The Project Management Unit (PMU)

The Project will critically depend on the contributions of a Project Management Unit (PMU), to be established within the Ministry of Foreign Affairs (MFA). The PMU, during the first phase of the Project, will include 5 to 6 national professional staff. More specifically, all staff members are expected to be reasonably familiar with Development Cooperation management and coordination. At least two staff members should have a demonstrated capacity to manage information technologies (IT facilities). The NPC, with support from the CTA, will manage the PMU staff in accordance with international standards.

6. Legal Context

The Standard Basic Agreement between the Government of DPR Korea and the United Nations Development Programme, signed on 8th November 1979, shall govern this Project Document, particularly with respect to Project Document revisions.

7. Assessment of Opportunities and Risks

After reviewing the encouraging but mixed results¹¹ of the two RTMs held in 1998 and 2000, the NCC for UNDP has repeatedly expressed its desire to see UNDP to play a leading role in promoting Development Cooperation and mobilising additional resources for economic recovery and modernisation. As indicated in the UNDP CCF-2, Government has agreed to table additional sectoral programmes, such as those on Energy and Transports, for discussion with the international community. This project has been designed with the objective of assisting Government in formulating meso frameworks in which donors could assist DPRK in a coordinated fashion, with UNDP providing leadership and facilitation. Equally important, Government has now agreed to undertake intensive training programmes for its staff building appropriate capacity to coordinate and manage external resources. These suggestions and understandings clearly represent **strategic opportunities** for both DPR Korea and UNDP.

The Project is subject to **risks** similar to those experienced in most Development Cooperation assistance projects designed for countries in a special development situation. The inability to reach out to stakeholders to ensure their full participation in the project as well as delays in the assignments of appropriate next steps once the Project Document has been signed are also eminent. The more so since the project does not contemplate a resident CTA, to avoid the usual drawbacks of substitution technical assistance. In addition, long-term human resources development is a core undertaking and short-term perspectives must not supersede this evolving process. To avoid some of the general risks identified above or to reduce their occurrence, the UNDP country office will create a new post – from extra budgetary funds – with the incumbent focusing solely on this project and AREP, which are closely linked.

¹¹ In contrast to the first RTM, which had succeeded in mobilising only 50 percent of the funds requested, earlier commitments and more timely disbursements of donors within AREP II tend to confirm that the US\$250 million total – requested in June 2000 – could possibly be fully subscribed, if prevailing trends were to continue.

8. Budget

As mentioned in section 4 above, only inputs that are financed by the UNDP TRAC-2 funds have been included in the budget below. Budgets for SPPD/STS and the Thematic Trust Fund (TTF) on “Energy for Sustainable Development” are presented in separate project documents. Due to the lack of appropriate prices Government counterpart contributions are not costed. It is however understood that Government will pay for all local cost – other than those listed in the budget – to be incurred by the Project e.g. office space of the PMU, salaries of PMU staff, interpretation during training sessions etc. In total, the cost of inputs to be provided by this project is \$825,600.

BL	Description	Total	Year 2002	Year 2003
11	International Personnel / Consultants	150,000	75,000	75,000
11.01	CTA (6 months over 18 month)	90,000	45,000	45,000
11.02	International Consultant (Output B.2)	30,000	30,000	
11.03	International Consultant (Output E.2)	30,000		30,000
13	Administrative Support	30,000	10,000	20,000
13.01	Administrative Assistants (2)	18,000	6,000	12,000
13.02	Drivers (2)	12,000	4,000	8,000
14	United Nations Volunteer	54,000	18,000	36,000
14.01	UNV (1)	54,000	18,000	36,000
15	Monitoring and Evaluation	25,000	10,000	15,000
15.01	Mission cost only	25,000	10,000	15,000
17	National Professionals	33,600	11,200	22,400
17.01	National Experts (14 work months / year)	33,600	11,200	22,400
20	Contract	195,000	60,000	135,000
21.01	Contract A (Output B.1)	90,000	22,500	67,500
21.02	Contract B (Output C.1)	37,500	30,000	7,500
21.03	Contract C (Output C.3)	67,500	7,500	60,000
21.04	Contract D (Output D.5) SPPD/STS			
	Thematic Consultations			
21.05	Conference A (Output D.6) SPPD/STS and TTF Energy ¹²			
31	Study Tour	48,000	31,000	17,000
31.01	Study Tour OECD (Output B.3)	17,000		17,000
31.02	Study Tour Southeast Asia and Europe (Output D.1)	31,000	31,000	
32	Workshop	95,000	30,000	65,000
32.01	Workshop A (Output A.2)	15,000		15,000
32.02	Workshop B (Output B.1)	10,000		10,000
32.03	Workshop C (Output B.2)	10,000	10,000	
32.04	Workshop D (Output B.3)	10,000		10,000
32.05	Workshops E (Output C.1)	30,000	10,000	20,000
32.06	Workshop F (Output C.5)	20,000	10,000	10,000
32.07	Workshop G (Output D.5) SPPD?STS			
40	Equipment	135,000	115,000	20,000
45.01	Expendable	35,000	15,000	20,000
45.02	Non-expendable (Training, Computers, Vehicles)	100,000	100,000	
50	Miscellaneous	60,000	25,000	35,000
52.01	Report	45,000	20,000	25,000
53.01	Sundries	15,000	5,000	10,000
90	TOTAL	990,600	550,200	440,400
99	Project Total	825,600	385,200	440,400

¹² The cost of this sector study (estimated at \$90,000) would be sourced from the Thematic Trust Fund for Energy.

9. Annexes

9.1 Results and Resources Framework

9.2 Output Target and Input-Output Budget for 18 months

9.3 Terms of Reference – Chief Technical Advisor

9.4 Terms of Reference – United Nations Volunteer (ICT)

9.5 Project Completion Schedule

9.6 Definition of Terminology

9.1 Results and Resources Framework

Outcome: Effective Government ownership of the mobilisation and management of external resources

Outcome Indicators:

- Enhancing gradually the quality of interaction between Government and donors in order to achieve international standards over the medium term.
- Increasing significantly the capacity of DPRK staff to collect and analyse information data.
- Improving significantly accountability of DPRK agencies and donors, notably through systematic evaluation and reporting.
- Increasing the capacity in donor coordination – including the organisation of Roundtable Meetings (co-chaired by the government and UNDP) and the preparation of related documents.
- Providing initial steps in systematising horizontal exchange of information among DPRK agencies.

Baseline: Ad-hoc mechanism for donor coordination and no systematic follow-up to Roundtable Meeting since 2000

Target: One donor consultation with reports covering a) follow-up to the 2000 Roundtable Meeting and b) Sustainable Rural Energy (in 4th Q-02)

Goal: Governance; **Sub-goal:** Public Sector Management

Partnership Strategy: Joint formulation mission with Swiss Development Corporation (SDC)

Initial indications of interests by SDC (parallel financing), Sweden (through UNDP?), UK (through UNDP) and Germany.
Collaboration with EU needed.

Strategy to be finalised by the Project and the Country Office.

Project title and number: “Capacity Building for Enhanced Development Cooperation”

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	INPUTS
A.1) Division of labour established between "coordination/formulation" and "implementation" - the latter performed by "line ministries" and/or implementing agencies.	<ul style="list-style-type: none"> ▪ Guidelines formulated (3rdQ-02) 	<ul style="list-style-type: none"> ▪ Production of "Guidelines" for DPRK administration and donors 	<ul style="list-style-type: none"> ▪ Support from CTA
A.2) Regular meetings between Government and donors instituted, "line ministries" and/or implementing agencies, co-chaired by Government and UNDP, to exchange experiences on development issues.	<ul style="list-style-type: none"> ▪ One meeting organised in Pyongyang (2ndQ-03) 	<ul style="list-style-type: none"> ▪ 2 meetings on meso level (sectoral or thematic) issues. 	<ul style="list-style-type: none"> ▪ Cost of meetings
A.3) Shortened communication flows during implementation, with donors having regular access to implementing agencies.	<ul style="list-style-type: none"> ▪ Cabinet decision copied to the donors (3rdQ-02) 	<ul style="list-style-type: none"> ▪ Cabinet "instructions" 	<ul style="list-style-type: none"> ▪ Support from CTA
A.4) Job description & terms of reference elaborated for liaison officers and intense training undertaken.	<ul style="list-style-type: none"> ▪ Training needs assessed (2ndQ-02)¹² ▪ Training course conducted (3rdQ-02) ▪ ToR proposed (3rdQ-02) 	<ul style="list-style-type: none"> ▪ Review of job descriptions ▪ Assessment of training needs ▪ Training of all liaison officers 	<ul style="list-style-type: none"> ▪ Support from CTA ▪ Training needs assessed ▪ Training budget with International Expert 1 work month
A.5) Steering Committees generalised to all major cooperation projects.	<ul style="list-style-type: none"> ▪ Guidelines formulated (3rdQ-02) 	<ul style="list-style-type: none"> ▪ Formulation of guidelines 	
B.1) Staff trained in data collection/analysis and scenario planning.	<ul style="list-style-type: none"> ▪ Assessment training needs (4thQ-02) ▪ Production of manuals and training conducted (1stH-03) 	<ul style="list-style-type: none"> ▪ Assessment of training needs ▪ Production of operational manuals ▪ Training in sample surveys, data analysis and scenario planning 	<ul style="list-style-type: none"> ▪ Mission to assess needs ▪ 3 Experts (two months each, including assessment, production of manuals and training ▪ Cost of holding seminars

¹² By the Swiss Development Cooperation (SDC)

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	INPUTS
B.2) Database of key socio-economic indicators established jointly with national partners concerned, and in accordance with international standards.	<ul style="list-style-type: none"> ▪ UNV recruited (3rd Q-02) ▪ Assessment of TA (2nd H-02) ▪ Training in databank management organised (1st H-03) ▪ Database established (2nd H-03) 	<ul style="list-style-type: none"> ▪ Selection of key indicators (based on MDG's) ▪ Assessment of TA needs (including training) ▪ Database established 	<ul style="list-style-type: none"> ▪ Support from CTA and UNDP ▪ Expert in databank management (UNV) ▪ Training in conjunction with sectoral experts
B.3) Database on development cooperation established jointly with national partners concerned, and in accordance with international standards ¹³ .	<ul style="list-style-type: none"> ▪ Training in DCAS (1st H-03) ▪ Study tour OECD (2nd H-03) ▪ Database established (2nd H-03) 	<ul style="list-style-type: none"> ▪ Training in DCAS software ▪ Study tour to OECD Secretariat ▪ Establishment of database 	<ul style="list-style-type: none"> ▪ Seminar (2 weeks) ▪ 1 week for 4 to 5 staff members ▪ Support from CTA
C.1) Professional staff trained in project cycle management from "identification" to "post-evaluation".	<ul style="list-style-type: none"> ▪ Training needs assessed (3rd Q-02) ▪ Production Operation Manual and 1st seminar organized (4th Q-02) ▪ 2nd seminar (for prodoc drafting) organised (1st H-03) ▪ 3rd seminar organised (1st H-03) 	<ul style="list-style-type: none"> ▪ Assessment of training needs ▪ Productions of operational manuals ▪ Organisation of seminars for MFA and line ministries professional staff 	<ul style="list-style-type: none"> ▪ Mission (2 weeks) ▪ 2 experts for manuals and training ▪ 3 seminars (2 weeks, each)
C.2) Institutions identified, which could become "Centres of Excellence" in evaluation and auditing.	<ul style="list-style-type: none"> ▪ Institutions identified (2nd H-03) 	<ul style="list-style-type: none"> ▪ Identification of a few institutions for evaluation and for auditing 	<ul style="list-style-type: none"> ▪ Support from CTA
C.3) Systematic evaluation and monitoring including first notions of internal and external auditing introduced.	<ul style="list-style-type: none"> ▪ Training needs identified (2nd H-03) ▪ Seminar organised (2nd H-03) ▪ Manual prepared (2nd H-03) ▪ On the job training (2nd H-03) 	<ul style="list-style-type: none"> ▪ Assessment of training needs ▪ Production of operational manuals ▪ Seminars for staff in PMU and potential centres for excellence ▪ On-the-job training provided by international experts 	<ul style="list-style-type: none"> ▪ Mission 2 weeks ▪ 2 expert over 2 months (including training)

¹³ Training in Databank Management in conjunction with output B.2.

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	INPUTS
C.4) Publication of regular reports on evolution of development cooperation.	<ul style="list-style-type: none"> ▪ Postponed to 2004 due to lack of funds 	<ul style="list-style-type: none"> ▪ Drafting of Development Cooperation Reports (DCR) ▪ Publication and dissemination 	<ul style="list-style-type: none"> ▪ Two experts (1 macro economist), Cost for 400 copies of which 200 to outside the country
C.5) Regular analysis of development cooperation activities undertaken and lessons learnt documented.	<ul style="list-style-type: none"> ▪ 1st training (4th Q-02) ▪ 2nd training (4th Q-03) 	<ul style="list-style-type: none"> ▪ Assessment of training needs in methodologies to document lessons learnt ▪ Organising two seminar, using practical examples from DPRK 	<ul style="list-style-type: none"> ▪ Initial seminar (2 weeks) in 2002; another seminar in 2003 ▪ 1 expert over 3 months
D.1) Exposure tours organised, to similar experiences, preferably in Asia, for policy makers & planners.	2 study tours organised. Southeast Asia (2 nd Q-02). Europe (3 rd Q-02)	<ul style="list-style-type: none"> ▪ One study tour to Southeast Asia ▪ One study tour to Europe (Eastern and DAC) 	<ul style="list-style-type: none"> ▪ Travel costs 5 officials to BKK, Vientiane, Hanoi ▪ Travel costs 5 officials to Paris
D.2) One single coordination mechanism consolidated within Government for development cooperation.	<ul style="list-style-type: none"> ▪ Cabinet decision circulated to donor (3rd Q-02) 	<ul style="list-style-type: none"> ▪ Cabinet decision 	<ul style="list-style-type: none"> ▪ Support from CTA
D.3) Project Management Unit (PMU) established within MFA (5-6 professional staff) to facilitate the coordination of development cooperation.	<ul style="list-style-type: none"> ▪ PMU established (2nd Q-02) ▪ Staff nominated (2nd Q-02) ▪ ToR approved by the Steering Committee ▪ Finalisation of work plan of PMU (Sept.02) 	<ul style="list-style-type: none"> ▪ Creation of PMU and definition of its ToR ▪ Nomination of staff (gender balance) ▪ Definition of ToR for the Steering Committees ▪ Finalisation of PMU workplan for 2002 and 1st H-03 	<ul style="list-style-type: none"> ▪ Support from CTA
D.4) Close interface promoted to prepare sector studies and meso frameworks.	<ul style="list-style-type: none"> ▪ Guidelines issued (4th Q-02) 	<ul style="list-style-type: none"> ▪ Issuance of PMU guidelines 	<ul style="list-style-type: none"> ▪ Support from CTA

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	INPUTS
D.5) Methodologies promoted to prepare sector studies and meso frameworks.	<ul style="list-style-type: none"> ▪ Current practices analysed (2ndH-02) ▪ Workshop organised (1stH-02) 	<ul style="list-style-type: none"> ▪ Analysis of current planning practices ▪ Workshop on proven methodologies to formulate sector studies and meso frameworks 	<ul style="list-style-type: none"> ▪ 3 experts (agriculture, energy & transport) 1 month each ▪ Workshop G (2 weeks for 30 people)
D.6) Discussion documents completed for donor consultation and RTM.	<ul style="list-style-type: none"> ▪ Follow-up meeting organised (4thQ-02) ▪ Informal consultation organised. (4thQ-02) 	<ul style="list-style-type: none"> ▪ Follow-up meeting to the 2002 RTM ▪ Informal consultation on Sustainable Rural Energy ▪ RTM on “Sustainable Rural Development (postponed to 2004) 	<ul style="list-style-type: none"> ▪ Support from CTA, meeting in Beijing (80 people, DPRK 6) ▪ Sector Study (6w-mth) ▪ Documentation (2X2 w-mth) ▪ Meeting in Europe (80 people, DPRK, 6) sensitisation missions (Asia, Europe)
D.7) Partnership Strategy defined	<ul style="list-style-type: none"> ▪ Draft completed (3rdQ-02) 	<ul style="list-style-type: none"> ▪ Approach donors for their participation in the project ▪ Define and implement a consistent resource mobilisation action-plan 	<ul style="list-style-type: none"> ▪ Support from CTA, UNDP CO and UNDP HQ
E.1) Lessons learnt and best practices disseminated.	<ul style="list-style-type: none"> ▪ 1st workshop organised (2ndH-02) ▪ 2nd workshop organised (2ndH-03) 	<ul style="list-style-type: none"> ▪ One workshop on comparative experiences per year 	<ul style="list-style-type: none"> ▪ Cost of holding workshops
E.2) Incentives provided to encourage lateral communication and sharing of knowledge	<ul style="list-style-type: none"> ▪ Analysis and proposal submitted (1stH-03) ▪ Training Program formulated (2ndH-03) 	<ul style="list-style-type: none"> ▪ Analysis and proposal ▪ Revision of job description and elaboration of training for team building (postponed to 2004) 	<ul style="list-style-type: none"> ▪ 1 expert, 1 work month

9.2 Output Target and Input-Output Budget for 18 months

ACTIVITY DESCRIPTION	INPUT DESCRIPTION	BUDGET LINE	BUDGET IN US\$
A.1) Production of guidelines for DPRK	<ul style="list-style-type: none"> ▪ Support from CTA¹⁴ 	11.01	90,000
A.2) 2 meetings on meso level (e.g. thematic) issues	<ul style="list-style-type: none"> ▪ Cost of Beijing meeting (workshop A) 	32.01	15,000
A.3) Cabinet “instruction” copied to donors	<ul style="list-style-type: none"> ▪ Support from CTA 	11.01	See above
A.4.1) Review of the job descriptions of the liaison officers A.4.2) Assessments of training needs A.4.3) Organisation of a training workshop	<ul style="list-style-type: none"> ▪ Support from CTA ▪ International expert for assessment ▪ Training workshop 	11.01 SDC SDC	See above
A.5) Formulation of guidelines	<ul style="list-style-type: none"> ▪ Support from CTA 	11.01	See above
B.1.1) Assessment of training needs for data collection and scenario planning B.1.2) Production of operation manual B.1.3) Training in sampling survey, data analysis and scenario planning	<ul style="list-style-type: none"> ▪ 3 experts (6 work months) for assessment, manuals and training ▪ Cost of training workshop (workshop B) 	20.01 32.02	90,000 15,000
B.2.1) Selection of key indicators (based on MDG) B.2.2) Assessment of TA needs and establishment of databank B.2.3) Assignment of one UNV for IT and databank management B.2.4) Training in databank management	<ul style="list-style-type: none"> ▪ Support from CTA and UNDP office ▪ 1 expert (2 work months) ▪ 1 UNV for 18 months ▪ Cost of training workshop (workshop C) 	11.02 14.01 32.03	30,000 54,000 10,000

¹⁴ “Support from CTA”: 3 work months’ in 2002 and 3 work months’ in 2003 – a total of 6 work months’ over 18 months.

ACTIVITY DESCRIPTION	INPUT DESCRIPTION	BUDGET LINE	BUDGET IN US\$
B.3.1) Training in DCAS B.3.2) Study tour to OECD Secretariat B.3.3) Establishment of database	<ul style="list-style-type: none"> ▪ 1 seminar for two weeks (workshop D) ▪ 1 week international travel for 5 persons ▪ Support from CTA and UNV 	32.04 31.01 See above	10,000 17,000 See above
C.1.1) Assessment of training needs C.1.2) Production of operation manuals C.1.3) Organisation of training seminars for staff of MFA and “line ministries”	<ul style="list-style-type: none"> ▪ Assessment mission (2 weeks) ▪ 2 work months for manuals and training ▪ 3 workshops E (2 weeks, each) in Pyongyang 	20.02 20.02 32.05	7,500 30,000 30,000
C.2) Identification of institutions for evaluation	<ul style="list-style-type: none"> ▪ Support from CTA 	11.01	See above
C.3.1) Assessment of Training needs in evaluation and monitoring C.3.2) Production of a Manual C.3.3) Training for staff of PMU and potential centres of excellence C.3.4) On the job training	<ul style="list-style-type: none"> ▪ Assessment mission (2 weeks) ▪ 2 experts (4 work months’ for manual and training) 	20.03 20.03	7,500 60,000
C.4.1) Drafting of Development Cooperation Report C.4.2) Publication and dissemination	<ul style="list-style-type: none"> ▪ 2 experts (1 macro economist). Postponed to 2004 ▪ Cost for 400 copies 		
C.5.1) Assessment of training needs in methodologies to document lessons learnt C.5.2) Two seminars using practical examples from DPRK	<ul style="list-style-type: none"> ▪ Support from CTA ▪ Workshops F (1 per year – 2 weeks) in Pyongyang 	11.01 32.06	See above 20,000

ACTIVITY DESCRIPTION	INPUT DESCRIPTION	BUDGET LINE	BUDGET IN US\$
D.1.1) Exposure tour to Asia D.1.2) Exposure tour to Europe (OECD and transition countries)	<ul style="list-style-type: none"> ▪ International travel for 5 officials to Bangkok, Hanoi, Vientiane and Europe (24 days) 	31.02	31,000
D.2) Promote Cabinet decision on single coordination mechanism	<ul style="list-style-type: none"> ▪ Support from CTA 	11.01	See above
D.3.1) Design of ToR for PMU D.3.2) Nomination of PMU staff D.3.3) Design of ToR for Steering Committees D.3.3) Finalisation of work plan' for PMU	<ul style="list-style-type: none"> ▪ Support from CTA 	11.01	See above
D.4) Issuance of guidelines	<ul style="list-style-type: none"> ▪ Support from CTA 	11.01	See above
D.5.1) Analysis of current planning practices D.5.2) Organise workshops for studies on meso frameworks	<ul style="list-style-type: none"> ▪ 3 experts (3 work months) agriculture, energy and transport ▪ Workshop G for 2 weeks (30 participants in Pyongyang) 	20.04 32.07	45,000 10,000

ACTIVITY DESCRIPTION	INPUT DESCRIPTION	BUDGET LINE	BUDGET IN US\$
D.6.1) Follow-up of RTM 2000 D.6.2) Informal consultation on sustainable rural energy D.6.3) RTM on sustainable rural development (1 st half 2004)	<ul style="list-style-type: none"> ▪ (Impact assessment AREP) ▪ Support from CTA ▪ Meeting in Beijing (conference A) ▪ Sector Study (6 work months) ▪ Documentation (4 work months and 2 experts) ▪ Additional studies (6 work months) ▪ Documentation (4 work months) ▪ Meeting in Europe (80 participants, DPRK 6) ▪ Sensitisation missions (Asia and Europe) 	UNDP SPPD/STS TTF Energy UNDP SPPD/STS To be mobilised To be mobilised To be mobilised To be mobilised	(50,000) (90,000) (60,000) (70,000) (60,000) (70,000) (40,000)
D.7.1) Approach donors for their participation in the project D.7.2) Define and implement a consistent resource mobilization action	<ul style="list-style-type: none"> ▪ Support from CTA 	11.01	See above
E.1) One workshop on lessons learnt and comparative experiences	<ul style="list-style-type: none"> ▪ Facilitate 2 workshops / year: support by CTA and organised by donors ▪ Publication of report 	52.01	5,000
E.2.1) Analysis of the present situation and formulate proposals E.2.2) Revision of job description and elaboration of training for team building	<ul style="list-style-type: none"> ▪ 1 expert (2 work months (for both activities) 	11.03	30,000

9.3 Terms of Reference – Chief Technical Advisor

The United Nations Development Programme is the UN's largest grant provider and development coordinator. Active in 174 developing countries and territories, UNDP promotes poverty eradication through development activities, which are both people-centred and sustainable.

TERMS OF REFERENCE

Chief Technical Advisor Capacity Building for Enhanced Development Cooperation Project in DPR Korea

Post: Chief Technical Advisor (CTA)
Location: Pyongyang, DPR Korea
Duration: 3 work months in 2002 and 3 work months in 2003 – a total of 6 work months over the period of 18 months

Brief Project Description:

In (the date), the Government of the Democratic Republic of Korea announced the launching of the “*capacity building for enhanced development cooperation*” project, to promote more effective government ownership of the mobilisation and management of external resource-flows mainly through the provision of strategic capacity building support to key government stakeholders and agencies involved in the coordination of development cooperation.

Through strengthening a secretarial function of the existing coordinating mechanism as well as a series of workshops, study tours, on-the-job training and “upstream” dialogue activities the project aims at:

- Enhancing gradually the quality of interaction between Government and donors to achieve international standards over the medium term.
- Increasing significantly the capacity of DPRK staff to collect, analyse and disseminate information data.
- Improving significantly the accountability (e.g. through systematic evaluation and reporting).
- Increasing the capacity in donor coordination; including the organisation of Roundtable Meetings (co-chaired by the government and UNDP) and the preparation of related documents.
- Introducing initial steps in systematising horizontal exchange of information among DPRK agencies.

The Project also provides donors with an opportunity to further engage DPR Korea in development cooperation as the need for emergency assistance progressively declines overtime. To execute this project (DEX modality), UNDP wishes to recruit an international development cooperation professional (male or female) to be stationed in Pyongyang for three (3) months in 2002 and three (3) months in 2003, totalling six (6) work months, tentatively from July 2002 to end 2003.

Responsibilities:

The roles and responsibilities of the selected professional would focus on advising UNDP on all the five components of the Project. More specifically, the CTA is expected to support the following activities:

- Assessment of current international methodologies to document lessons learnt ;
- Assist in the creation and design of TOR of a Project Management Unit (PMU);
- Support the assessments of training needs;
- Supervise the production of operation manuals;
- Based on the Millennium Declaration Goals, help select a set of key indicators;
- Help train DPRK staff in sampling survey, data analysis and scenario planning;
- Facilitate the identification of institutions for evaluation purposes;
- Support DPR Korea and UNDP to approach donors, soliciting their active participation in the Project, as well as assisting the Government and UNDP in the preparation and organisation of Thematic Consultations.

The CTA will be performing all other tasks that the Government/UNDP deem necessary in order to fulfil the commitments and outputs of the signed project document.

Qualifications needed:

This independent advisory position requires a high level of professional authority, transparency, international experience and ability to work closely with Governments, national institutions and various international stakeholders. In particular, the following qualifications must be met:

- Top academic references preferably in the field of public administration or economic management;
- At least 25 years involvement in technical development cooperation both practically and theoretically;
- Proven capacity in building trust while working with governments of countries in a "special development situation";
- Long-term experience as top advisor to governments at the highest level in matters of national development strategies, economic and financial (macro-economic) management, and the overall coherence, with extensive experience in capacity and institution building;
- Long-term practical involvement in various issues linked to the national development governance (e.g. efficiency, transparency and accountability), and in particular their overall requirements for planning and implementation;
- Wide-ranging experience in various areas linked to Sustainable Human Development such as Good Governance, Financial Stability, Social Cohesion and Environmental Protection. Large exposure to Sustainable Rural Development is preferred;
- Experience with DPR Korea is certainly an asset.

9.4 Terms of Reference – United Nations Volunteer (ICT)

The United Nations Development Programme is the UN’s largest grant provider and development coordinator. Active in 174 developing countries and territories, UNDP promotes poverty eradication through development activities, which are both people-centred and sustainable.

TERMS OF REFERENCE

UNV / Database Design and Management Specialist Capacity Building for Enhanced Development Cooperation Project in DPR Korea

Post: UNV / Database design and Management Specialist
Location: Pyongyang, DPR Korea
Duration: 18 months

Brief Project Description:

In (the date), the Government of the Democratic Republic of Korea announced the launching of the “*capacity building for enhanced coordination of development cooperation*” project, to promote more effective government ownership of the mobilisation and management of external resource-flows mainly through the provision of strategic capacity building support to key government stakeholders and agencies involved in the coordination of development cooperation.

Through strengthening a secretarial function of the existing coordinating mechanism as well as a series of workshops, study tours, on-the-job training and "upstream" dialogue activities the project aims at:

- Enhancing gradually the quality of interaction between Government and donors to achieve international standards over the medium term;
- Increasing significantly the capacity of DPRK staff to collect, analyse and disseminate information data;
- Improving significantly the accountability (e.g. through systematic evaluation and reporting);
- Increasing the capacity in donor coordination; including the organisation of Roundtable Meetings (co-chaired by the government and UNDP) and the preparation of related documents;
- Introducing initial steps in systematising horizontal exchange of information among DPRK agencies.

The Project also provides donors with an opportunity to further engage DPRK in development cooperation as the need for emergency assistance progressively declines overtime. To execute this project (DEX modality), UNDP wishes to recruit a United Nations Volunteer (UNV) to be stationed in Pyongyang for 18 months.

Responsibilities:

The UNV will be responsible for the design, establishment and maintenance of two databases (key socio economic indicators and development cooperation), jointly with national partners concerned, and in accordance with international standards. The responsibilities for this position will include:

- Contribute to the design of the two databases contemplated in this project;
- Work on and oversee, the establishment and maintenance of an information system on selected socio economic indicators and development cooperation;
- Provide training for the national staff in the management of databases and information systems;
- Advice on the possibilities for dissemination of the information through the internet and establishment of website;
- Any other activities and assistance that may be reasonably required.

Qualifications and Experience:

The UNV will have a strong academic background and have substantial professional experience and knowledge within the field of Information, Communications and Technology (ICT) for development, particularly with respect to computerised information systems and data base management and the design, development and implementation of computerised information systems.

S/he is expected to have a strong background in planning and leading work at project and organisational level. Ability and skill to communicate effectively, both verbally and in writing is essential, as well as fluency in the English language.

Excellent interpersonal skills with demonstrated ability to work collaboratively across cultures, disciplines and institutions. Experience with countries in a special development condition, especially DPRK, is an asset.

9.5 Project Completion Schedule

INTENDED OUTPUTS	2 nd Q-02	3 rd Q-02	4 th Q-02	1 st H-03	2 nd H-03
A.1) Division of labour established between "coordination" and "implementation" - the latter performed by "line ministries" and/or implementing agencies.		X			
A.2) Regular meetings with donors instituted, "line ministries" and/or implementing agencies, co-chaired by Government, to exchange experiences on development issues.				X	
A.3) Shortened communication flows during implementation, with donors having direct access to implementing agencies.		X			
A.4) Job description and terms of reference elaborated for liaison officers and undertake intense training.	X SDC	X			
A.5) Steering Committees generalised to all major cooperation projects.		X			
.1) Staff trained in data collection/analysis and scenario planning.			X	X	
B.2) Database of key socio-economic indicators established jointly with national partners concerned, and in accordance with international standards.		X	X	X	X
B.3) Database on development cooperation established jointly with national partners concerned, and in accordance with international standards.				X	X
C.1) Professional staff trained in project cycle management from "identification" to "post-evaluation".		X	X	X	
C.2) Institutions identified, which could become "Centres of Excellence" in evaluation and auditing.					X
C.3) Systematic evaluation and monitoring including first notions of internal and external auditing introduced.					X
C.4) Publication of regular reports on evolution of development cooperation.					
C.5) Regular analysis of development cooperation activities undertaken and lessons learnt documented.			X		X
D.1) Exposure tours organised, to similar experiences, preferably in Asia, for policy makers and planners.	X UNDP				
D.2) One single coordination mechanism consolidated within Government for development cooperation.		X			
D.3) Project Management Unit (PMU) established within MFA (5-6 professional staff) to facilitate the coordination of development cooperation.	X DPRK	X			
D.4) Close interface promoted to prepare sector studies and meso frameworks.			X		
D.5) Methodologies promoted to prepare sector studies and meso frameworks.			X		X
D.6) Discussion documents completed for donor consultation and RTM.			X		
D.7) Partnership Strategy defined		X			
E.1) Lessons learnt and best practices disseminated.			X		X
E.2) Incentives provided to encourage lateral communication and sharing of knowledge.				X	X
TOTAL ACTIVITIES TO BE COMPLETED:	3	9	8	6	8

9.6 Definition of Terminology

Outcomes:

An outcome describes the development situation to be achieved with the support of UNDP and partners by the end of the Strategic Results Framework period. The outcome should be described in specific terms to enable monitoring of performance and progress. Outcomes are actual or intended changes in development conditions that interventions are seeking to support. They describe a change in development conditions between the completion of outputs and the achievement of impact.

Outputs:

Outputs are the specific products and services, which emerge from processing inputs through program or non-program activities. Outputs, therefore, relate to the *completion* (rather than the conduct) of activities and are the type of result over which managers have a high degree of influence.

Indicators

Indicators:

Indicators are applied and should be used as observable signals of status or change in the outcome. They are observable signals of status or change that are intended to provide a credible means of verifying results. Effective identification of indicators is important for two reasons:

- *Firstly*, the ability to track progress and learn lessons relies on the selection of indicators that isolate the essential changes sought.
- *Secondly*, the process of defining indicators itself can help managers in clarifying the outcomes they seek.

UNDP makes use of two types of indicators: *Outcome indicators*, which measure progress against specified outcomes and *Output indicators*, which are built into the output statements at the SRF level but which at the program level should be developed separately.

For Example:

<i>Outcome statement:</i>	“Fair and efficient administration of justice”.
<i>Indicator:</i>	Specific advancements in reorganizing legal system.
<i>Target:</i>	Adoption of revised legislation on judicial process. Restructured court system.

What is the difference between Outcome and Output?

Outcomes

1. Does it represent a development change?

E.g. changes in policies/regulations/laws, access to assets or services by the poor, environmental conservation or institutional capacity.

2. Does it require the help of at least one (or perhaps more partners)?

Outcomes are developmental changes, which by their very nature cannot be achieved by one development partner on its own.

Outputs

1. Does it make a significant contribution to the achievement of the related outcome?

Although a development partner cannot achieve outcomes on its own, it does want to make an important contribution to their achievement.

2. Can it be delivered by an individual development partner?

Again, although one could argue that even outputs are achieved with the help of at least one partner, the development partner should feel confident that it has a high degree of control over the achievement or non-achievement of the output.

**UNITED NATIONS DEVELOPMENT PROGRAMME
PROJECT OF THE DEMOCRATIC PEOPLE’S REPUBLIC OF KOREA**

Project Number: DRK/02/002/01/34
Project Title: Capacity Building for Enhanced Development Cooperation

Project short title: Development Cooperation
Estimated starting date: July 2002
Estimated end date: December 2003
Duration: 18 months
Executing agent: UNDP DEX
Government cooperating agent(s): National Coordinating Committee

Implementing agent(s): UNDP
Project site: Pyongyang City

Classification information

ACC sector and subsector : 2 General Development Issues/
10 Global Regional & Multisectoral Eco & Soc Dev Strat & Plcs

DCAS sector and subsector: 2 Dev administration /
6 Foreign Aid Coordination and Planning

Primary sector of focus/subfocus: 4 Promoting Sound Governance / 34 Improvement of aid coordination and management

Primary type of interventions: 1 Capacity Building /
1 Institution Building

Secondary type of interventions: 3 Programme Support /
12 Aid coordination and management

Primary target beneficiaries: 2 Target Organizations /
5 Government

SRF Linkage : 1-4-2 Aid Coordination / Effective government ownership of the mobilization and management of external resources flows

Summary of UNDP and cost-sharing

Inputs (as per attached budgets)

UNDP:
 TRAC (1 & 2) \$ 825,600.00
 TRAC (3)
 SPPD \$
 Other

Cost-Sharing

Government:
 Financial institution
 Third Party: \$
Total: \$ 825,600.00

Administrative and Operational services

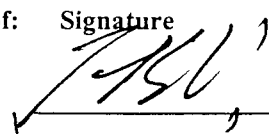
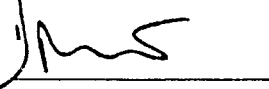
SOF 8F \$
 AOS
 Country Office
 Administrative Cost \$
Total: \$ 825,600.00

Government Inputs (local currency)
(In-kind)

LPAC review date:

Brief description

In accordance with the Second Country Cooperation Framework and the Strategic Results Framework for the Democratic People's Republic of Korea, the eventual outcome of this UNDP project – *Capacity Building for Enhanced Development Cooperation* – is to promote more effective government ownership of the mobilization and management of external resource-flows mainly through the provision of strategic capacity building support to key government stakeholders and agencies involved in the coordination of development cooperation.

On behalf of:	Signature	Date	Name/Title
Government		2002.6.30	Ri Hung Sik, Secretary-General, NCC for UNDP
UNDP		15/7/2002	David Morton, Resident Representative