

United Nations Development Programme

Country: Ukraine

Project Document

Project Title

Support to better coordination and management of international aid/assistance (through establishment of the development assistance database - DAD)

UNDAF Outcome(s):

UNDAF outcome 1: System of strategic planning improved as a result of the introduction of MDG-based strategic governance, Partnership Area 3. Governance, Government of Ukraine - UN Partnership Framework 2012-2016.

Expected CP Outcome(s):

Accountable citizen-based government promoted in Ukraine

(Those linked to the project and extracted from the CPAP)

Expected Output(s):

Public administration reform, parliamentary oversight and public access to government strengthened through institutional reforms and anti-corruption measures

(Those that will result from the project and extracted from the CPAP)

Implementing Partner:

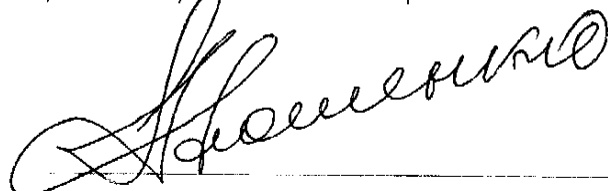
Ministry of Economic Development and Trade of Ukraine

Brief Description

The Project "Support to better coordination and management of international aid/assistance" will assist the Government of Ukraine to install the Development Assistance Database (DAD), an on-line database system that provides access to real-time information on project financing, implementation and progress towards results. DAD allows quick generation of various reports, charts and maps displaying project-level information on international assistance by donor, sector and/or location at different levels of aggregation. Thereby, DAD Ukraine will contribute to better aid coordination, transparency, planning and results monitoring of the international assistance in Ukraine. Some of the information will be accessible to the donor community and the general public under a public URL.

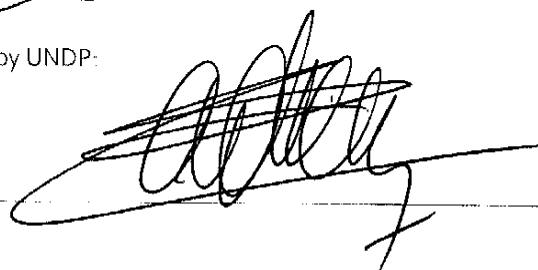
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|----------------------------------|-----------------------|----------------------------|-------------|
| Programme Period | 12 months | AWP budget: | 260,000 USD |
| Key Result Area (Strategic Plan) | Democratic Governance | Total resources required | 260,000 USD |
| Atlas Award ID | | Total allocated resources: | 260,000 USD |
| Start date | 1 April 2012 | Regular | 260,000 USD |
| End Date | 30 March 2013 | | |
| PAC Meeting Date | 17 January 2011 | | |
| Management Arrangements | NIM | | |

Agreed by the Ministry of Economic Development and Trade:



Petro Poroshenko,
Minister

Agreed by UNDP:



Olivier Adam,
Resident Representative

29 MARCH 2012

I. SITUATION ANALYSIS

International technical assistance (ITA) represents an important channel through which developed nations provide support to those in need. It is an important instrument to support the efforts of the Government of Ukraine to implement the national strategy for social-economic development and international integration of Ukraine. ITA is provided in almost all the areas of economic and political life by the donor countries and international organisations. The Ministry of Economic Development and Trade of Ukraine (hereinafter – Ministry) is tasked with the responsibility to provide effective management of international assistance for development of Ukraine on behalf of the Government of Ukraine. The Ministry is mandated to serve as a focal point for maintaining the database on international aid flows and associated projects.

According to the Ministry, since 1992 Ukraine attracted USD 47 billion of international financial (IMF – USD 18,3 billion; IFIs – USD 20,4 billion) and technical assistance (USD 8 billion). As of 1 November 2011, 215 projects are being implemented in Ukraine with the overall value of USD 3,3 billion benefitting hundreds of recipients. (49% - in nuclear safety - Ukryttya); 15% - national and citizen security; 8% - energy and energy efficiency, oil and gas, mine safety; 6% - entrepreneurship development and regulatory reforms; 4% - transport; 3% - environment; 3% - democratic development, rule of law, civil society, anti-corruption, mass media; 2% - education, science, culture and tourism; 2% - health care and social protection). The ITA amounts to 10% of the state budget which proves the significance of the ITA for the development of Ukraine.

The effectiveness of the use of international aid depends on how well it is coordinated between key stakeholders in the development process. As per the Ministry's evaluation, 38% of projects are donor driven and not linked to national priorities; 68% of projects are negotiated with national partners at the stage of their elaboration; 8% of projects are initiated by donors without any consultations with the government.

The Ministry possesses registration information on donor-funded 2500 registered projects starting from 1996. A tremendous work has been put into creation of the existing electronic database of the Ministry from 2009 year, which was completed within very tight timeframe as per Ministry's request. Eventually a useful tool has been produced which is currently in active internal use by the Department of cooperation with IFO and coordination of ITA in the Ministry. The system has registry of a few hundred projects in it as of now. However since it is currently limited only to internal access and operation, there is a necessity for enabling the web access interface for making information available on the Internet, enabling transparency and a better coordination of Government's and donors activities (planned as well as ongoing). Additionally, the system has limited set of fixed reports, which requires further enhancement of the database's analytical capacities. A powerful reporting would allow more speedy and effective processing of the monitoring results for project data.

Taking into account these needs, the Ministry identified two areas that need UNDP assistance,¹ namely:

- Expand the functionality of the existing database associated with the processing of information in preparation for the work of government-donor group and project monitoring as well as preparation of the reporting and analytical materials;
- Provide access to the public and donors to the information of the Ministry database on ITA and projects funded by international organisations.

In order to respond to the identified tasks UNDP conducted a proper needs assessment with a reputable international company before starting up a new project to assist to the Ministry. The assessment was done by the Synergy International Systems, a holder of a Long Term Agreement (LTA) with UNDP, within the period of from 26 through 30 April 2010. The objective of this mission was to determine the exact technical, as well as organizational needs and user requirements and to review the existing Ministerial database. The key findings discussed and agreed with the Government in October 2010 are as follows:

- **Need for transparent and publicly available information domain.** As outlined above, the data within Ministry's currently running database is accessible only for the Department of cooperation with IFO and coordination of ITA, internally from within the Ministry's office. Thus, the

¹ This need has been communicated to the UNDP Ukraine in the letter from the Ministry as of 22 March 2010 (# 4002-19/46)

development partners as well as the regional government agencies do not have permanent direct access to the central repository of data where they could be able to check for ongoing development activities. Implementation of a web interface for publishing the project data (limited to some reasonable level of confidentiality, as per Ministry's discretion) will allow for transparent access and effective use of the existing information. A respective need has been expressed by the Ministry for setting up an open and transparent system for providing timely information to donors and other stakeholders.

- **Need for an effective coordination mechanism for information exchange between Government and the donors.** Implied from the first observation, a need has been identified for establishing centralized, on-line database of the development data, which could serve the process of Government-donors better coordination and facilitate the alignment of the ITA with the Government's priorities.
- **Upgrade of analytical tools.** While the existing database is capable of generating table-based reports according to the Ministry's templates, production of a new report of a different format requires re-design and development by the external supplier (which is done rapidly though does not contribute into sustainability of the system). Implementation of an on-line report designer and generator will enable all users of the envisioned system, including the Government, development partners and public users, to easily construct and run reports with several clicks only, by including necessary information into the report structure on-the-fly. Such reports would be easily exportable into compatible formats, such as MS Excel, MS Word and Adobe PDF.
- **Need in Monitoring and Evaluation of External Aid.** For the purpose of timely support of the principles and prescription of the Cabinet of Ministers Decree, presented above in the report, the Ministry would like to have an advanced tool for effective monitoring and evaluation of the donor projects. Such an M&E system should allow the Ministry and its staff to track the progress of the project activities according to structured, sector-based performance indicators, compare actual progress and achievements of the projects against baselines and targets, record the numbers of beneficiaries, capture the risks and delays in the projects, as well as the success stories and results in order to draw lessons and better plan for future activities.
- **No geographical information sub-system (GIS).** There is currently no geographical information sub-system or map module available, which could visually represent the geographical allocation of development activities throughout the oblasts and districts of Ukraine. However such representation is very important and will provide the decision-makers in the Government and its partners with comprehensive and useful information about breakdown of financial and physical progress.

II. STRATEGY

In order to assist Ukrainian Government 1) fulfilling its obligations under the Paris Declaration on Aid Effectiveness and to meet the objectives of transparency of international assistance, 2) strengthening reporting and transparency of the use of international aid, and 3) ensuring greater efficiency, accountability and transparency of the national system of donor coordination in Ukraine, UNDP Ukraine plans to

- Expand functionality of the existing database;
- Provide better access for the public and donors to the information at the Ministerial database.

A. EXPANDED ANALYTICAL FUNCTIONALITY OF THE EXISTING DATABASE OF PROJECTS FUNDED BY INTERNATIONAL ORGANIZATIONS AND DONOR COUNTRIES

Based on the findings of the DAD mission and the country needs in effective aid coordination, UNDP Ukraine will procure the DAD system from Synergy International Systems and provide indispensable technical assistance to the Ministry. In accordance with the identified needs, the following modules of a DAD system should be installed:

- On-line Core DAD
- Executive Dashboard
- Development Partner/Sector Profile
- Monitoring and Evaluation (M&E)

Upon completion of installation of the above four modules, the Ministry will perform a detailed study of the system functionality and will decide whether the additional software or hardware is required.

1. On-line Core DAD

The On-line Core DAD is a central, Web-based data collection, tracking, analysis, reporting and planning tool that tracks and manages all projects of international financial organization and international technical assistance. The On-Line Core DAD includes the List, Chart, Map, and Report modules. Any number of viewers and users can access DAD at once.

DAD tracks all aid modalities, including stand-alone projects, pooled funds, sector-wide approaches (SWAPs), and budget support. The system accounts for both grants and loans, and financial data is broken down into pledges, commitments, disbursements, and expenditures. Moreover, financial data can be further disaggregated into specific components (sector/industry, region, strategic objectives, donors recipient), thus giving a more detailed picture of how aid money is being spent.

On-line Core, also includes information required for state registration and accreditation of ITA projects (programs), as well as for project tax exemption (if appropriate), project initiation, project preparation, project implementation, project completion, monitoring and reporting.

The key features and capabilities of the On-line Core DAD include:

- **On-line data entry:** employees identified by the Ministry can easily submit and subsequently modify all aid information directly through the Internet, thus enhancing the timeliness and reliability of data and facilitating an efficient data collection and submission process.
- **On-the-fly querying:** users can conduct custom querying of the data by any combination of variables (sector, region, development partner, project status, priority area, etc.). In addition, users can filter, sort, and group projects by any category or categories.
- **Mission-critical reporting:** non-technical users can create sophisticated and user-friendly reports, charts, and maps to support informed, strategic decision-making. All analytical tools are integrated into the software, which provides a consistent and logical user interface and allows non-technical users to develop customized analytical reports on-the-fly. DAD allows user-friendly creation of ad-hoc and predefined reports, charts, lists, and maps. Sophisticated reports with multiple levels of data aggregation and any number of fields are fully enabled.
- **Advanced GIS:** A recently developed cutting-edge, vector-based GIS (geographic information system) is integrated into DAD, which allows users to visualize and analyze aid information at any desired level of geographic detail. Users can zoom freely; calculate distances; view any category of data (donors, projects, etc.) within a specified radius; filter the map to show only selected buffer zones; enter GPS coordinate from a remote mobile device directly into the DAD; plot graphs (pie charts, bars) on a map; and analyze the geographic distribution of aid through gradational, color-coded scaling maps. Maps can be created to display projects, implementation partners, implementation status, or color-coded financial scaling that shows commitments, disbursements, and more. Moreover, the icons on a map provide further information through tool tips, and users can access project level information directly through the map interface.
- **Integration with other systems:** DAD will be integrated into existing database of the Ministry. In this regard Mission has met with the developers of the Ministry's internal database and discussed the technical interface of such integration.
- **Workflow Manager:** automates business process execution via alerts, e-mail notifications, user-role permissions, approval and review processes, etc.)

- **Multi-lingual capability:** DAD can be easily adapted to the specific needs of a given country, including the localization of the software into the national language. This implies availability of Ukrainian interface for the needs of the Government of Ukraine.
- **Document Management:** users can upload and attach any type of document for viewing by all other DAD users.
- **Data Codes, Standards, & Features** employees identified by the Ministry are fully enabled to classify, enter, and code data and information in compliance with international standards. Existing data sets on aid information from various sources can be imported into the DAD through XML protocols. All data fields will be customized according to Government of Ukraine requirements, and can be subsequently modified to reflect the evolving needs of Government of Ukraine. DAD can capture the widest range of aid data, including project management information, financial information (such as commitments, disbursements, and expenditures), and project-level performance indicators and macro-level indicators, such as the MDGs and Paris Declaration indicators. After the system is launched, users are trained in data entry, they can easily login to submit or modify all relevant and permissible information directly through the Internet. The level of transparency that the DAD produces, and the value that the government places on it, encourage complete and regular updates.
- **Data Export:** Analytical outputs (reports, charts, and maps) can be exported to PDF, Word, or Excel. The interoperability layer provides an interface for linking DAD with existing legacy systems and transferring data through import/export mechanisms. Data can be transferred on a regularly scheduled or single event basis via XML protocols.
- **User Management and Security:** Thanks to its fully centralized and easy-to-use Administration Center, DAD offers comprehensive user-management and administration modules, which allow administrators to assign multiple levels of access and user rights, thus enabling the government to carefully control access to, and modification of, data. This approach, in combination with 128-bit security for user names/passwords ensures for the integrity of the data, keeps sensitive information secure.
- **Sustainability:** DAD contains all-inclusive database administrator tools which are designed to create the database structure, develop user interfaces, and change/augment the system as the need arises. The tool set also includes importing and exporting functions, the creation and management of users' access rights, backup/restore features, etc. All administrator functions are standardized and centralized, and require minimum time for training. Therefore, it is not necessary to have a highly specialized team of programmers to administer the database.
- **Flexibility:** DAD contains the basic templates of documents necessary for maintaining the projects data, which may be revised or replaced by new templates.
- **Harmonization of technical requirements to DAD:** The technical support of the DAD, technical requirements to the equipment and its installation is to be coordinated with the Ministry of Economical Development and Trade of Ukraine prior to signing agreement (contract) with the contractor of UNDP.

2. Executive Dashboard

The Dashboard serves as a powerful decision support tool for high-level executives and provides a completely personalized workspace with a one-click access to up-to-date information from different sources, including all saved reports, lists, charts, and maps as well as external websites. This module is extremely useful for serving the information needs of executive level policy and decision makers within the ministries, as well as assistance providers across government and donor agencies.

3. Development Partner/Sector Profile

This module evaluates donor responsiveness and effectiveness and offers a complete picture of donor aid by including all aid modalities (i.e. basket funds, trust funds, etc). The Donor Profile module portrays donor portfolios with sectoral and regional donor activities, contact information, documentation, and

information on pledges and contributions. The Sector Profile module allows users to analyse sectoral coverage of donor activities, providing a picture of donor alignment with national priorities.

4. Monitoring and Evaluation (M&E)

This tool tracks Key Performance Indicators (KPIs) to monitor project-level progress against targets and goals. Each project is linked to one or many KPIs, together with their baselines, targets, and progress made towards those targets (for example, number of schools built, number of vaccinations delivered, etc.). The M&E module enables better managing of development results and more effective monitoring of project performance. In addition, projects can be linked to the Millennium Development Goals (MDGs), Paris Declaration indicators, and national-defined indicators/strategic goals outlined in the National Development Framework to track project performance toward broader development results. This can include the implementation of Paris Declaration indicators, Millennium Development Goals, or national sets of indicators as available.

B. IMPROVED ACCESS OF THE PUBLIC AND DONORS TO THE information OF THE MINISTRY DATABASE

The technical work on improvement of the DAD shall be followed by a set of events that would involve all stakeholders into a better use of the system. It is planned that there will be conducted the following actions:

1. Conduct of roundtable with participation of the Government of Ukraine, UNDP and donors. At the roundtable participants will be informed on the expanded DAD.
2. Publication of materials with information on new DAD functions for the main stakeholders (donors, Ministries, local governments and civil society organisations).
3. Organisation of series of regional events informing on the new opportunities provided by the DAD system.

The awareness raising activities will lead to a better use of DAD functionality for the sake of Ukraine's development.

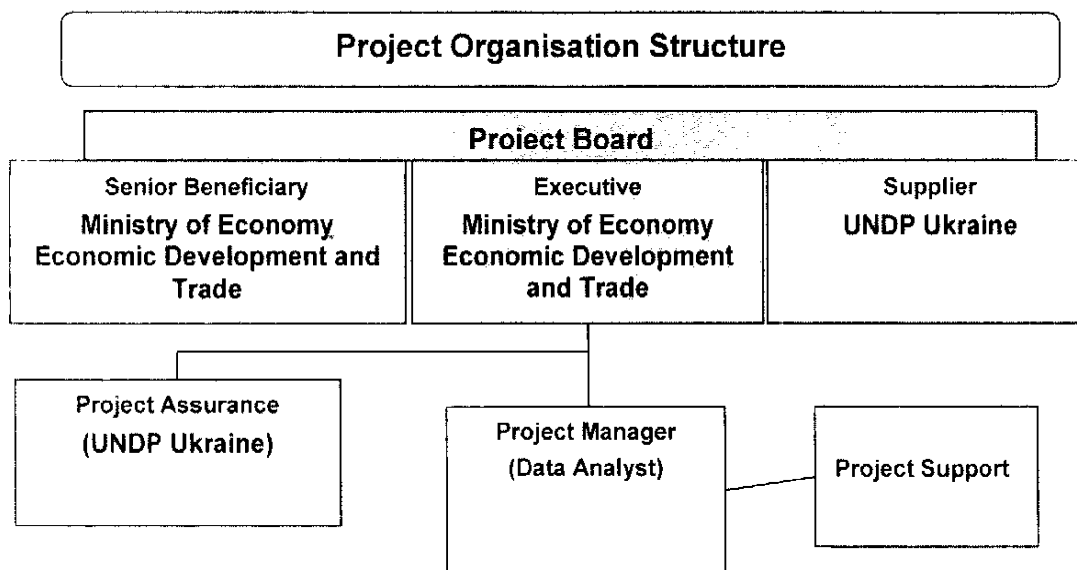
III. PROJECT WORK PLAN

| EXPECTED OUTPUTS And baseline, associated indicators and annual targets | PLANNED ACTIVITIES List activity results and associated actions | TIMEFRAME | | | | RESPONSIBLE PARTY | PLANNED BUDGET | |
|---|--|-----------|---------|---------|---------|-----------------------|---------------------------|--------------------|
| | | Q2 2012 | Q3 2012 | Q4 2012 | Q1 2013 | | Funding Source | Budget Description |
| Output 1 Government-donor effective coordination and accountability mechanism enhanced <i>Baseline:</i> <ul style="list-style-type: none"> internal database on ITA established at the MEDT in 2009. The current database provides a limited set of fixed reports (low analytical capacities) the database is not accessible to the public regular aid reports/ financial donor reviews are not in place the system of monitoring and evaluation of the donor project is not in place <i>Indicators:</i> <ul style="list-style-type: none"> no. of reports available through DAD public accessibility of ITA data no of regular aid reports/ financial donor reviews no of information and capacity-building events for Government and donors conducted | 1. DAD installed 1.1. Establish joint working group on the functionality expansion of the existing database 1.2. Conduct needs assessment and identify customisation required (2 experts: 1) Aid Effectiveness Advisor (4 days in Kyiv); 2) Technical Expert (5 days in Kiev) | | | | | UNDP 04.000/000012 | | |
| | 1.3. Procure and install the core DAD software and hardware, including 2 servers | | | | | | 71600 Travel | \$4,400 |
| | Subtotal, activity 1 | | | | | | 72100 Contr services comp | \$233,100 |
| | 2. DAD management team trained and in place 2.1. Conduct training sessions for the DAD management team identified by the MEDT (1expert - 5 days in Kyiv) | | | | | | 71600 Travel | \$2,500 |

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|--|---|--|--|---|---|--|--|--|--|--|-------------------------------------|----------------|
| Targets <ul style="list-style-type: none"> All the DAD modules implemented and web-enabled (including GIS) On-line report designer and generator introduced DAD Operations manual developed and disseminated among the donor community, governmental institutions (incl. in regions), civil society Aid information available and accessible for public view Related CP outcome. Accountable citizen-based government promoted in Ukraine | Subtotal, activity 2 | | | | | | | | | | \$2,500 | |
| | 3. Government capacities to use analytical DAD tools are developed 3.1 Prepare and publish user-friendly Operations manual | | | x | x | | | | | | 74200 Audio Visual&Print Prod Costs | \$2,500 |
| | 3.2. Organise national and regional roundtables/learning events | | | x | x | | | | | | 71600 Travel 74500 Misc | \$2,500 |
| | Subtotal, activity 3 | | | | | | | | | | \$5,000 | |
| | 4. Donor capacities to keep the record and update DAD info are developed 4.1. Prepare and publish user-friendly Operations manual for effective management of DAD | | | x | x | | | | | | 74200 Audio Visual&Print Prod Costs | \$2,500 |
| | 4.2. Conduct capacity-building events for the donor community (1 expert, 5 days in Kyiv) | | | x | x | | | | | | 71600 Travel 74500 Misc | \$2,500 |
| | Subtotal, activity 4 | | | | | | | | | | | \$5,000 |

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|--|--|--|---|---|---|--|--|--|---------------------------|-----------------|
| | <p>5. Awareness on DAD functions and potentialities is raised among different stakeholders</p> <p>5.1. Organise DAD presentations for the different groups of stakeholders (NGOs, media etc.).</p> | | x | x | x | | | | 71300 Local Consultants | \$5,000 |
| | <p>Subtotal, activity5</p> | | | | | | | | 72100 Contr services comp | \$5,000 |
| | | | | | | | | | | \$10,000 |

IV. MANAGEMENT ARRANGEMENTS



The Project shall be nationally executed through National Implementation Modality (NIM). The Ministry of Economic Development and Trade is the project's recipient and beneficiary. The Ministry will be the **Implementing Partner** of the Project. The Implementing Partner is responsible and accountable for managing a project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of UNDP resources. The Implementing Partner will enter into agreement with the Responsible Party, to assist in successfully delivering project outputs.

UNDP will be a **Responsible Party** of the Project based on a written agreement to purchase goods or provide services using the project budget. In addition, the Responsible Party may manage the use of these goods and services to carry out project activities and produce outputs. Implementing Partners use Responsible Parties in order to take advantage of their specialized skills, to mitigate risk and to relieve administrative burdens.

The Project Board shall consist of the following roles:

- **Executive role** (Ministry of Economic Development and Trade) representing the project ownership to chair the group;
- **Senior Supplier** (UNDP Ukraine) to provide guidance regarding the technical feasibility and implementation of the project;
- **Senior Beneficiary** role (Ministry of Economic Development and Trade) to ensure the realization of project benefits from the perspective of project beneficiaries.

The **Project Board** shall be responsible for making management decisions on a consensus basis during project assurance reviews. These reviews will be made at designated decision points at least twice a year during the running of the project, and at any other times, as and when raised by the Project Manager (PM). The Project Board is consulted by the PM for decisions when project management tolerances, in terms of budget and time, have been exceeded.

Accountability for and final decision making on project activities rests with UNDP in accordance with its applicable regulations, rules, policies and procedures.

The **Project Manager** has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The PM's prime responsibility is to ensure that the project produces the results specified in the project document, to the requested standard of quality and within the specified constraints of time and cost.

The Project Manager will be nominated by the Ministry of Economic Development and Trade and will have the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Manager will simultaneously work as Data Analyst in the Project Team. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document-, to the required standard of quality and within the specified constraints of time and cost. The Project Manager should be different from the Implementing Partner's representative in the Project Board.

As for any management information system, a dedicated team will be necessary for daily management of the DAD. The team will be nominated by the Ministry and should consist as a minimum of a Data Analyst and Technical Support Specialist. The Data Analyst should have good understanding of data management principles, be aware of information management techniques (aggregation, drill down, etc) and also be committed to perform regular donor outreach tasks, including liaison with development partners and formulation of standard operating procedures for data entry into DAD, timely reminders and follow ups on regular update of information and other. The Technical Specialist should have good understanding of web technologies, Windows systems, remote administration, network administration, and database management.

Project Support (project administration, management and technical support to the Project Manager as required) will be provided by the UNDP Programme Assistant/Associate.

The **Project Assurance** role to support the Project Board by carrying out objective and independent project oversight and monitoring functions shall be assumed by UNDP Programme Manager.

V. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager/Project Support to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager/Project Support to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager with the assistance of the Project Support and shared with the Project Board. The Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to conduct the project's 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.

Quality Management for Project Activity Results

| OUTPUT 1: Functionality of the existing donors' database expanded | | |
|--|--|--|
| Activity Result 1 (Atlas Activity ID) | DAD installed | Start Date: 1 April 2012 End Date: 1 September 2012 |
| Purpose | The purpose of this activity is to acquire an accurate and thorough picture of Government's needs, to conduct requirements analysis based on which the Ukrainian specification of DAD will be developed and the DAD Ukraine launched | |
| Description | <ul style="list-style-type: none"> - establish joint working group (Ministry of Economic Development and Trade , UNDP, Synergy International System) on the functionality expansion of the existing database - conduct needs assessment - identify customisation required - procure the core DAD software and hardware - conduct initial data importing - install the hard- and software | |
| Quality Criteria | Quality Method | Date of Assessment |
| <ul style="list-style-type: none"> • relevance • efficiency • effectiveness | Minutes of the working group meetings Interview with the stakeholders (i.e. future users) Visual inspection; inspection of equipment and systems | 1 September 2012 |
| Activity Result 2 (Atlas Activity ID) | DAD management team trained and in place | Start Date: 1 April 2012 End Date: 1 September 2012 |
| Purpose | The purpose of this activity to prepare the professional team inside of the MEDT for daily management of the DAD | |
| Description | - conduct training sessions for the DAD management team identified by the MEDT | |
| Quality Criteria | Quality Method | Date of Assessment |
| <ul style="list-style-type: none"> • sustainability | Interviews the beneficiary Review of the trainings' evaluation forms | 1 September 2012 |

| | | |
|---|--|--|
| Activity Result 3 (Atlas Activity ID) | Government capacities to use analytical DAD tools are developed | Start Date: 1 June 2012 End Date: 1 December 2012 |
| Purpose | The purpose of this activity is to develop capacities of the Government representatives in the area of the usage of DAD functions | |
| Description | <ul style="list-style-type: none"> - conduct trainings - prepare and disseminate DAD Operations Manual - organise national and regional roundtables | |
| Quality Criteria | Quality Method | Date of Assessment |
| <ul style="list-style-type: none"> • relevance • usability | Review of the DAD system functions; focus group interviews Operations Manual review | 1 December 2012 |
| Activity Result 4 (Atlas Activity ID) | Donor capacities to keep the record and update DAD info are developed | Start Date: 1 June 2012 End Date: 1 December 2012 |
| Purpose | The purpose of this activity is to inform the donor community on DAD functions and need to update the information on ITA regularly and accurately | |
| Description | <ul style="list-style-type: none"> - conduct capacity-building events - prepare and publish user-friendly Operations Manual for effective management of DAD | |
| Quality Criteria | Quality Method | Date of Assessment |
| <ul style="list-style-type: none"> • relevance • usability | Review of the DAD system functions; interviews with selected donors Review of the trainings' evaluation/satisfaction forms | 1 December 2012 |
| Activity Result 5 (Atlas Activity ID) | Awareness on DAD functions and potentialities is raised among different stakeholders | Start Date: 1 September 2012 End Date: 1 March 2013 |
| Purpose | The purpose of this activity is to raise public awareness on DAD and its potentialities | |
| Description | - organise DAD presentations for the different groups of stakeholders (NGOs, media etc.) | |
| Quality Criteria | Quality Method | Date of Assessment |
| <ul style="list-style-type: none"> • accessibility • relevance • usability | Review of the DAD system functions; focus group interviews | 15 March 2013 |

VI. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

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

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

ANNEXES

Annex 1. Risk Analysis



OFFLINE RISK LOG

Project Title: Support to Better Donors Coordination Project **Award ID:** _____ **Date:** _____

| # | Description | Date Identified | Type | Impact & Probability | Countermeasures / Mngt response | Owner | Submitted, updated by | Last Update | Status |
|---|---|---|--|--|---|--|---|---|---|
| 1 | Unclear coordination mechanism between the Ministry of Economic Development and Trade and the Working Group on ITA established by the President on 3 January 2012 | January 2012 <i>(In Atlas, select date. Note: date cannot be modified after initial entry)</i> | Strategic <i>(In Atlas, select from list)</i> | Uncoordinated actions of these two bodies may impact effectiveness and resultativeness of the projects Enter probability on a scale from 1 (low) to 5 (high) P = 1 Enter impact on a scale from 1 (low) to 5 (high) I = 3 <i>(In Atlas, use the Management Response box. Check "critical" if the impact and probability are high)</i> | Regular update of the WG on ITA on the progress of the DAD project <i>(In Atlas, use the Management Response box. This field can be modified at any time. Create separate boxes as necessary using "+", for instance to record updates at different times)</i> | Ministry of Economic Development and Trade <i>(In Atlas, use the Management Response box)</i> | YS <i>(In Atlas, automatically recorded)</i> | January 2012 <i>(In Atlas, automatically recorded)</i> | No change <i>(In Atlas, use the Management Response box)</i> |
| 2 | Inert donor community responsiveness | October 2010 | Environmental | The irregular update of the DAD database by the development partners will contribute to the disparities between the real external assistance status and data reflected in the database P = 4 I = 3 | The development of the user-friendly SOPs as well as a series of the learning events on the DAD potentialities are envisioned specifically for the donor community within the project | Ministry of Economic Development and Trade | YS | December 2011 | No change |

