

**SIGNATURE PAGE**

Country: Eritrea

**UNDAF Outcome:** Development of an effective, efficient, transparent and accountable civil service, facilitating the participation of civil society organizations in national development process, and advocating the ratification of global conventions

**Expected Outcome(SRF):** Improved efficiency and equity in the delivery of public services

**Expected Outcome Indicator:** Level of client demand satisfaction increased

**Expected Outputs:**

- Training programs developed and conducted
- Well functioning Research and Training Division

**Expected Outputs Indicators:**

- Average time required to respond to inquires/assistance
- Number of trained persons at all levels
- Research and Training division Computerized

**Implementing partners:**

- Ministry of Foreign Affairs
- United Nations Institute for Training and Research (UNITAR)

<p><b>Programme period:</b> 2002-2006</p> <p><b>Programme Component:</b> Improved efficiency and equity in the delivery of public services</p> <p><b>Project Title:</b> Support to Capacity Building in the Ministry of Foreign Affairs</p> <p><b>Project Code:</b> 00047963</p> <p><b>Project Duration:</b> 16/11/2005 - 31/12/2006</p>
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<p><b>Total Budget:</b> USD 473,900</p> <p><b>Allocated resources:</b> USD 473,900</p> <ul style="list-style-type: none"><li>• <b>Government</b> _____</li><li>• <b>Regular (UNDP)</b> USD <u>473,900</u></li><li>• <b>Other (including in kind contribution):</b> Gov US 15,000</li><li>    O <b>Donor</b> _____</li></ul> <p><b>Unfunded budget:</b> _____</p>
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Agreed by (Government):  
Ministry of National Development

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Agreed by (Designated Institution):  
Ministry of Foreign Affairs

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Agreed by (UNDP)

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Government of the State of Eritrea

United Nations Development Programme

**Draft      UNDP Support to Capacity Building in the  
                 Ministry of Foreign Affairs**

The project aims at supporting the Ministry of foreign Affairs in strengthening its Research and Training Division; improving and enhancing the understanding of various Conventions, International Relations, Communication Skills, International Negotiation, and International Law.

November 14, 2005

## **Part I Situational Analysis**

After three decades of war, Eritrea gained its independence in 1991. At independence, the state of Eritrea inherited a destroyed economic sector and physical infrastructure. Its human resources base was destroyed and there was little or no institutional capacity left. The major challenges upon independence were, therefore, the rehabilitation of the country's physical infrastructure and laying the foundation for institutional capacity development for sustainable economic growth to achieve Eritrea's vision of people-oriented development.

The overall national development objective is the creation of a modern, technically advanced and internationally competitive economy within a few decades. The Government of Eritrea places a high priority on the development of its human resources. The objectives of the National Human and Resources Development (HDR) strategy stress the need for developing the nation's intellectual and creative power, equipping every citizen with the necessary skills and ensuring vibrant, highly motivated and dynamic youth ready and efficient to lead the country to progress and development.

The present proposal is part of this human resources development strategy and will enhance the capacity of the Ministry of Foreign Affairs (MoFA) in the areas of international relations, international trade, research, communication, writing skills, Management of Change etc.

The mandate of the Ministry of Foreign Affairs of the State of Eritrea, as expressed in its mission statement, is 'to work for Eritrea's interests and values in relation to the surrounding world in order to further freedom, peace, security and economic development. To fulfill this mission, the MoFA needs to be an efficient and effective communicator of Eritrea's policies and views. Therefore, it is imperative and of great importance for the MoFA to have competent, outward-looking and service-oriented staff, at the Ministry's headquarters, Embassies and consulates to render better diplomatic services for the achievement of the country's objectives. Hence the need for the MoFA to improve the professional competencies of its staff, especially of the young university graduates recently engaged in the service of the Ministry.

UNDP is assisting Ministry of National Development, Civil Service Administration and Ministry of Justice in developing their human and institutional capacity in order to carry out their respective mandate efficiently.

UNDP is Supporting the MoJ in harmonizing and consolidation of various codes, directives, proclamations, convention, bilateral and lateral agreements etc. Since the MoFA involves in various international relation and agreements, it can contribute positively in the consolidation and harmonization process. Therefore, the project will establish a linkage to the ongoing project, Support to Capacity Building in the Justice Sector.

## **Part 1I. STRATEGY**

This project is prepared based on the request of the MoFA through the Ministry of National Development. Though the project is not explicitly mentioned in the 2<sup>nd</sup> CCF and UNDAF, it will contribute towards the overall objectives of these UN programming instruments by creating more capacity in Eritrea's institutional infrastructure. It is clearly stated in the 2<sup>nd</sup> CCF that the programme formulation process will need to adopt a flexible approach, allowing for adjustments in program activities, in response to the Government's priorities. It also will contribute in achieving the Millennium Development Goals, especially Goal 8 - To develop a global partnership for development and to the National Human and Resources Development (HDR) strategy developed by the Government.

In order to realize its commitment in upgrading and enhancing institutional and human capacity, the Government of the State of Eritrea has devised various long-term and short-term programs, and has invested heavily in training facilities.

This project will assist MoFA to;

- Strengthen the Research and Training Division.
- Improve writing and communication skills
- Develop negotiation skills
- Understand the workings of the UN system
- Enhance the understanding of various Conventions and familiarize staff with International Relations, Diplomatic Practice and International Organisations, Effective Communication Skills, International Negotiation and Conflict Resolution International Law

The overall objective of this project is to enhance Ministry of Foreign Affairs' operational and research capacity through the provision of training and necessary equipments.

UNDP assistance will focus on strengthening the capacity of MoFA to perform its function efficiently, and as

appropriate support the Government's efforts to mobilize resources from donors and partners in support of development and humanitarian interventions.

### **Part III - Management Arrangements**

The Ministry of National Development as coordinating authority ensures coherence of activities with national policy and objectives.

The Ministry of Foreign Affairs is a designated institution of the project. The UNDP rules and procedures for National Execution (NEX) modality will apply to the execution and implementation of this project. The MoFA as a designated institution will be responsible for achieving the results expected from the Project, and in particular for ensuring that the outputs are produced through effective use of UNDP funds

The MoFA will appoint a senior person as National Project Coordinator (NPC) for this project.

The Ministry of Foreign Affairs will be responsible in the implementation of Research Methods and Data Analysis; Management of Change; and procurement of various computer and other equipments. UNDP will support in the implementation of Management of Change. MoFA also will conduct a baseline survey/assessment at the beginning of project implementation with the support of MND and UNDP.

UNITAR will be responsible in the implementation of the following training (Modules) programmes as per the attached agreement.

Module I

International Relations, Diplomatic Practice and International Organisations

Module II:

Effective Communication Skills

Module III:

International Negotiation and Conflict Resolution

Module IV:

International Law

University of Asmara will be subcontracted to organize and provide training on 'Research Methods and Data Analysis'.

UNDP will fund this project from its core resources and assist, if requested by the MoFA, the MoFA in procuring experts and equipments.

#### **Part IV - Monitoring and Evaluation**

##### **a) Monitoring**

It provides the basis for corrective actions, both substantive and operational, to improve the project design, manner of implementation and quality of results through a continuous and systematic process of collecting and analyzing data. This will be monitored through Annual Project Reports (APR), progress reports and other means of verification. The project annual work plan will be the basic framework for yearly monitoring, which will focus on progress towards intended outputs reported by the MoFA. MoFA will prepare APRs and progress reports. UNDP also will do monitoring.

##### **b) Evaluation**

The project will be subject to outcome evaluation 'Capacity Development'.

##### **c) Reporting**

MoFA will submit to UNDP Annual Project Reports (APRs) and half-year progress reports.

The Annual Project Report (APR) will be due on 30 November of each year. The APR is designed to obtain independent views of the main stakeholders of this project on its relevance, performance and the likelihood of its success. It also aims to provide a rating and narrative assessment of the progress of a project in achieving its objectives. The APR shall provide accurate updates on the project results identify major constraints and propose future directions.

##### **d) Accounting**

Disbursements of funds under the project will be made quarterly by UNDP to the MoFA. This will be based on specific work/activity plans and required inputs

developed or approved by MoFA and UNDP. MoFA will be accountable for the use of funds advanced to it according to the agreed upon work plans/projects. MoFA will be expected to professionally maintain books of accounts, in accordance with NEX accounting and reporting guidelines.

Quarterly advances will be affected through Quarterly financial reports received at UNDP by the 15<sup>th</sup> of the first month of the following quarter.

MoFA will open a separate bank account for this project.

#### **e) Auditing**

Auditing is an integral part of sound financial and administrative management, and of UNDP's accountability framework. UNDP project funds are audited. Accordingly this Project will be audited each year by the Audit Services Corporation or by a private auditing firm and the audited account should be submitted to UNDP before 31 March of each year. The audit will be done in accordance with the UNDP NEX Audit Guidelines, which, among others, focus on:

- (a) The rate of delivery;
- (b) Financial accounting, monitoring and reporting;
- (c) Systems for recording and reporting on resources;
- (d) Equipment use and management; and
- (e) Management structure, including the adequacy of internal controls and record keeping.

MoFA will, whenever required, ensure that the books of accounts are readily available for monitoring by UNDP.

#### **f) Procurement**

Procurement of goods and services for the project will be done using Government Procurement Procedures so long as these are consistent with UNDP procurement policies, which relate to competitiveness, transparency and multilateralism. UNDP procedures are an option when the situation warrants it. UNDP would support MoFA in the procurement of equipments and experts.

#### **g) Sources of funding**

UNDP will fund this project from core resources. However, UNDP in collaboration with the Government will make very effort to mobilize additional resources from other partners and sources, if needed.

### **Part V - Legal Context**

This Program Document shall be the instrument referred to as such in the Agreement between the United Nations and the Government of Eritrea signed on 11 June 1994.

**Part V - Annual Work Plan**  
Annual Work Plan - Annex 1



Project Title and Number: Capacity Building in Ministry of Foreign Affairs							
Objective	Outputs	Output Targets	Activities	Inputs	Implem.	Budget	
						2005	2006
<ul style="list-style-type: none"> <li>To strengthen the capacity of the Ministry of Foreign Affairs to provide better diplomatic services</li> </ul>	<ul style="list-style-type: none"> <li>Training programs developed and conducted.</li> </ul>	<ul style="list-style-type: none"> <li>Capacity of the MoFA staff to provide better diplomatic services strengthened</li> </ul>	<u>Component I</u> <ul style="list-style-type: none"> <li>Organize training on International Relations and International Organizations for 25 people</li> </ul>	<ul style="list-style-type: none"> <li>Experts/Travel/ Materials</li> </ul>	UNITAR		37,629
			<ul style="list-style-type: none"> <li>Organize training on Communication skills for 25 people</li> </ul>	<ul style="list-style-type: none"> <li>Experts/Travel/ Material</li> </ul>	UNITAR		38,758
			<ul style="list-style-type: none"> <li>Organize training on International Negotiation and Conflict for 25 people</li> </ul>	<ul style="list-style-type: none"> <li>Experts/Travel/ Material</li> </ul>	UNITAR		43,300
			<ul style="list-style-type: none"> <li>Organize training on International Law for 25 people</li> </ul>	<ul style="list-style-type: none"> <li>Experts/Travel/ Material</li> </ul>	UNITAR		36,499
			<ul style="list-style-type: none"> <li>Organize training in research methods and data analysis</li> </ul>	<ul style="list-style-type: none"> <li>Experts</li> <li>Workshops</li> </ul>	MoFA MoFA		10,000 2,500
			<ul style="list-style-type: none"> <li>Organize training on Management of Change</li> </ul>	<ul style="list-style-type: none"> <li>Experts/Workshop</li> </ul>	MoFA/UNDP		40,000
			<ul style="list-style-type: none"> <li>Training of Trainers (4)</li> </ul>	<ul style="list-style-type: none"> <li>Workshop</li> </ul>	MoFA		60,000

Strengthen Research and Training Division	<ul style="list-style-type: none"> <li>• Training programs developed and conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Well functioning Research and Training Division</li> </ul>	<ul style="list-style-type: none"> <li>• Computer Courses (SINA)</li> <li>• Provision of Computers and printers</li> <li>• Other office equipments</li> <li>• HDR courses &amp; Research Equipments</li> <li>• Provision of Office furniture</li> <li>• Organize training on Computer science, Library, Records and Archives Management, and Library and Information Management, Secretariat Science</li> </ul>	<ul style="list-style-type: none"> <li>▪ Courses</li> </ul>	MoFA	40,000		
				<ul style="list-style-type: none"> <li>▪ Desktop, LAP TOP, printer</li> </ul>	MoFA		60,666	
				<ul style="list-style-type: none"> <li>▪ UPS, Scanner, DVD Writer, LCD, slide projector, photocopier, Fax Machine and other software supplies</li> </ul>	MoFA		44,533	
				<ul style="list-style-type: none"> <li>▪ Courses and Equipments</li> </ul>	MoFA		7,014	
				<ul style="list-style-type: none"> <li>▪ Office Furniture</li> </ul>	MoFA	5,000	15,000	
				<ul style="list-style-type: none"> <li>▪ Experts</li> </ul>	MoFA	10,000	10,000	
	<ul style="list-style-type: none"> <li>• Archive and Library computerized</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of documents and publications</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of Books, Encyclopedia and other materials</li> <li>• Research courses</li> </ul>	<ul style="list-style-type: none"> <li>▪ Books and other publications</li> </ul>	MoFA		10,000	
<ul style="list-style-type: none"> <li>▪ Courses</li> </ul>				MoFA		3,000		
<b>Subtotal</b>						<b>55,000</b>	<b>418,900</b>	
<b>Total</b>								<b>473,900</b>