

United Nations Development Programme
Country: Ethiopia, Project Document

*Empowered lives.
 Resilient nations.*

Project Title Phase IV - Development Partners Support to the Growth and Transformation Plan (GTP) Implementation Process in Ethiopia

UNDAF Outcome: UNDAF Outcome 11: By 2015, capacities of national, local and community institutions strengthened for participatory and evidence-based planning, implementation, monitoring and evaluation, leadership and decision making

Expected UNDAF AP Outputs: UNDAF AP output 11.2: National leadership and institutional capacities strengthened including capacity for planning, implementation, monitoring, evaluation and coordination of national development plans
 UNDAF AP output 11.3: Systems strengthened at all levels to monitor, evaluate and report on the GTP based on RBM and human right principles

Implementing Partner: Ministry of Finance and Economic Development
Responsible Parties: UNDP, MoFED, Line Ministries

Brief Description

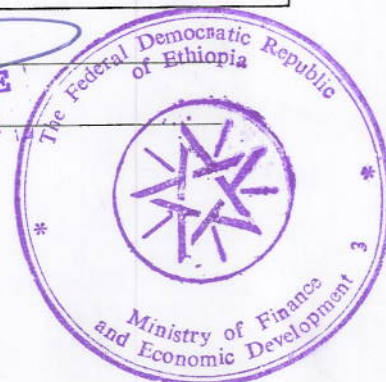
The purpose of this project is to provide support to the government in its effort to reduce poverty and improve the impact of development assistance through enhanced dialogue between the government and development partners, represented in the Development Assistance Group (DAG). The project was initially established in 2001 to provide support to the Ethiopian government under the theme 'Development partners support to the formulation of the Poverty Reduction Strategy Paper (PRSP)'. This project is now in its fourth phase and development partners continue to be committed to support the national five year development plan, currently the Growth and Transformation Plan (GTP), as well as the partnership dialogue structure using the DAG Pooled Fund as one of the mechanisms for harmonized donor support. The project is also expected to support the government and DAG to meet their aid effectiveness and harmonization objectives.

Programme Period:	2012-2015	2012/13 AWP budget:	720,000
Key Result Area (Strategic Plan):	Poverty Eradication and Achievement of MDGs	Total resources required:	3,380,000
Atlas Award ID:		Total allocated resources:	662,500
Start date:	01.07.2012	• Regular	
End Date:	31.12.2015	• Other:	
PAC Meeting Date:	18.05.2012	o CIDA	165,000 [TBC]
Management Arrangement:	NIM - National Implementation	o Norway	255,000 [TBC]
		o Spain	110,000
		o Ireland	45,000
		o Austria	87,500
		Unfunded budget:	2,717,500
		In-kind Contributions:	Office space (UNDP)

Agreed by MoFED (Implementing Partner):

Agreed by UNDP:

[Handwritten signature]
AHMED SHIDE
 State Minister



3 JUL 2012

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Abbreviations and Acronyms

AMP	Aid Management Platform
APR	Annual Progress Review
ARM	Annual Review Meeting
AWP	Annual Work Plan
	Cooperation and Development
CSA	Central Statistical Agency
CSOs	Civil Society Organizations
DAC	Development Assistance Committee
DAG	Development Assistance Group
	Development to End Poverty
EDRI	Ethiopian Development Research
Ex-Com	DAG Executive Committee
GoE	Government of Ethiopia
GTP	Growth and Transformation Plan
HLF	High Level Forum
HoA	Heads of Agency
MDGs	Millennium Development Goals
MoFED	Ministry of Finance and Economic Development
OECD	Organization for Economic Cooperation and Development
PASDEP	Plan for Accelerated and Sustained Development to End Poverty
SDPRP	Sustainable Development and Poverty Reduction Program
SWGs	Sector Working Groups
TWGs	Technical Working Groups
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNRC	United Nations Resident Coordinator



I. INTRODUCTION

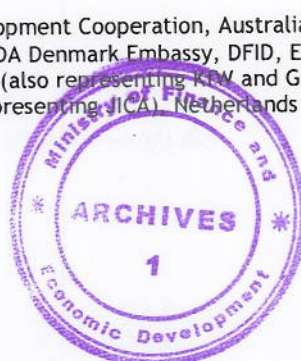
The Government of Ethiopia (GOE) has over the last decade implemented robust development strategies aimed at accelerating economic growth and reducing poverty. These strategies were initially implemented within the context of the Sustainable Development and Poverty Reduction Programme (SDPRP) and later the Programme for Accelerated and Sustainable Development to End Poverty (PASDEP) that spanned the period between 2005/6 and 2009/10. During this period, Ethiopia achieved remarkable economic and social progress, registering average economic growth rates of 11.4 percent and poverty declined by 29 percent over the PASDEP period. However, despite these achievements, the country needs to consolidate these gains to address social and economic vulnerabilities to external shocks, improve equity, reduce inequalities and high unemployment rates especially among the youth and enhance national and household food security.

To advance national development, the Government of Ethiopia with support from cooperating partners formulated and commenced the implementation of the Growth and Transformation Plan (GTP) that spans the period of five years from 2010/11 to 2014/15. The GTP aims to move the economy on higher growth trajectory and path towards attaining middle income status by 2025. Within the GTP period, the government plans to achieve annual real GDP growth rate of 11.2 percent, supported by average annual growth rates of 8.6 percent, 20 percent and 10.6 percent in agriculture, industry, and services sectors respectively under the baseline scenario (Government of Ethiopia, Growth and Transformation Plan). Development partners will continue to provide support through the harmonized and aid effectiveness mechanisms to enable the country implement its national development strategy and attain MDGs that are fully mainstreamed in the GTP.

Ethiopia's strategy for sustaining rapid and broad-based growth and achieving the envisaged development transformation hinges on the following critical pillars: 1) Sustaining faster and equitable economic growth, 2) Maintaining agriculture as a major source of economic growth, 3) Creating favorable conditions for the industry to play key role in the economy, 4) Enhancing the expansion and quality of infrastructure development, 5) Enhancing expansion and quality of social development, 6) Building capacity and deepen good governance, 7) Promoting women and youth empowerment and equitable benefit.

The aid architecture has overarching implications on the quality and development impact of development aid resources provide to Ethiopia and in this context how these resources compliments public domestic resources to support the implementation of the country's development transformation agenda. The aid infrastructure in Ethiopia has evolved through processes and stages that led to the established of the Development Assistance Group (DAG) in 2001. The DAG structure comprises of multilateral and bilateral partners that provide development assistance to Ethiopia.¹ The DAG discusses and dialogues with

¹ African Development Bank, Austrian Development Cooperation, Australian Agency for International Development (AusAID), Belgium Embassy, CIDA Denmark Embassy, DFID, European Union Delegation, Finland Embassy, French Embassy, German Embassy (also representing KfW and GiZ), IMF, Indian Embassy, Irish Aid, Italian Cooperation, Japan Embassy (also representing JICA), Netherlands Embassy, Norwegian Embassy, SIDA,



the government of Ethiopia on development policies and processes and supporting actions using formal government-donor dialogue structures.

The current dialogue organizational structure comprises the Joint Sector Working Groups, which is co-chaired by the State Minister; the Joint Aid Effectiveness Taskforce, which is comprised of five representatives from the DAG and seven members from the Government; and the High Level Forums (HLF), which is chaired by the Minister of MOFED and co-chaired by the two DAG Co-chairs. The HLF is at the core of the government-donor dialogue and partnership structure and key discussions on policy issues including the implementation of the GTP and MDGs are discussed and agreed upon.

The project for ‘Development partners support to the PRSP’ was established in 2001 to support the formulation of national development strategies, MDG processes and the partnership structure of government and the Development Assistance Group (DAG) in the areas of aid effectiveness, coordination and harmonization.

In 2011, the DAG went through a series of processes to reform its structure in order to enhance its engagement with the GoE and ensure that the structure is responsive to the country’s emerging development imperatives and strategies outlined in the GTP. Some of the key changes to the structures of the DAG included the expansion of the Executive Committee, the inclusion of two additional members of the UNCT to the Heads of Agency meeting and the streamlining of the thematic working groups of the DAG.

During the previous three phases, the project has demonstrated results in coordinating support to the preparation, monitoring and evaluation of the Plan for Accelerated and Sustained Development to End Poverty in Ethiopia (PASDEP) and mainstreaming the MDGs within national development policy and planning frameworks, including in the GTP. Major initiatives undertaken since the establishment of the Pooled Fund in 2001 include the strengthening of the PRSP (which was called Sustainable Development and Poverty Reduction Programme -SDPRP) M&E system; initiation of work on the MDGs Needs Assessment and alignment with the SDPRP (2003-2005) as well as the formulation of PASDEP (2005/6-2009/10). It supported regional PRSP/MDGs sensitization and planning workshops to promote broad consultation and consensus on the country’s development agenda.

In addition, several important policy agendas were initiated and supported through the DAG framework and these include the mainstreaming of gender equality, urban development, safety nets, rural growth, private sector development and broadening of engagement of stakeholders in the development process. There has also been continued engagement of civil society organizations and promotion of participatory processes at the different levels of government.

This project document constitutes the Phase IV of the project and aims to build on successes and lessons learned in the previous phases of the project and to development a framework of support to the country’s development agenda within the DAG framework,



and provide additional resources for capacity development in aid management and coordination for the Ministry of Finance and Economic Development.

II. STRATEGY

The Context

Phase IV of the Project will continue to focus on issues related to harmonized support to GTP and MDGs with the aim of reducing transaction costs for both Government and development partners. It is a four-year project, which aims to provide support to the government in its effort to reduce poverty through enhanced dialogue between the government and development partners and the provision of institutional capacity development support, policy research and strategic studies which will contribute to the achievement of the development goals of GTP. Specifically The project will employ the following core strategies:

- DAG-Government Dialogue and Coordination System: the dialogue forum is an instrument that brings DAG members and Government together to discuss the implementation and monitoring of GTP, monitor progress in the Harmonization Agenda and high-level policy issues;
- Institutional Capacity Development support: Provision of short-term technical assistance, training on aid coordination, resources allocation, and technical facilities envisaged under institutional capacity development.

Project Components

Building on the successes and lessons learnt from Phase I,II and III of the project 'Development Partners Support to the PRSP Process' the components of Phase IV are implemented through three broad project components, namely:

1. Support to Engagement on the GTP and MDG processes:

1.1 Annual Progress Reviews (APR) Process: Dialogue and engagement on the design, implementation and monitoring of national development strategies is essential to effective development cooperation. The government and development partners want to ensure that there is continuous interaction between the stakeholders to discuss issues of mutual concern and to make certain that development objectives outlined in the GTP are realised. In this regard, the project will support GTP processes including the Annual Progress Reviews (APRs) as follows:

- Support to consultative processes (Federal Government, Regions, Civil Society and other stakeholders);
- Technical assistance for strategic studies, monitoring, evaluation and progress reporting on the GTP and MDGs;



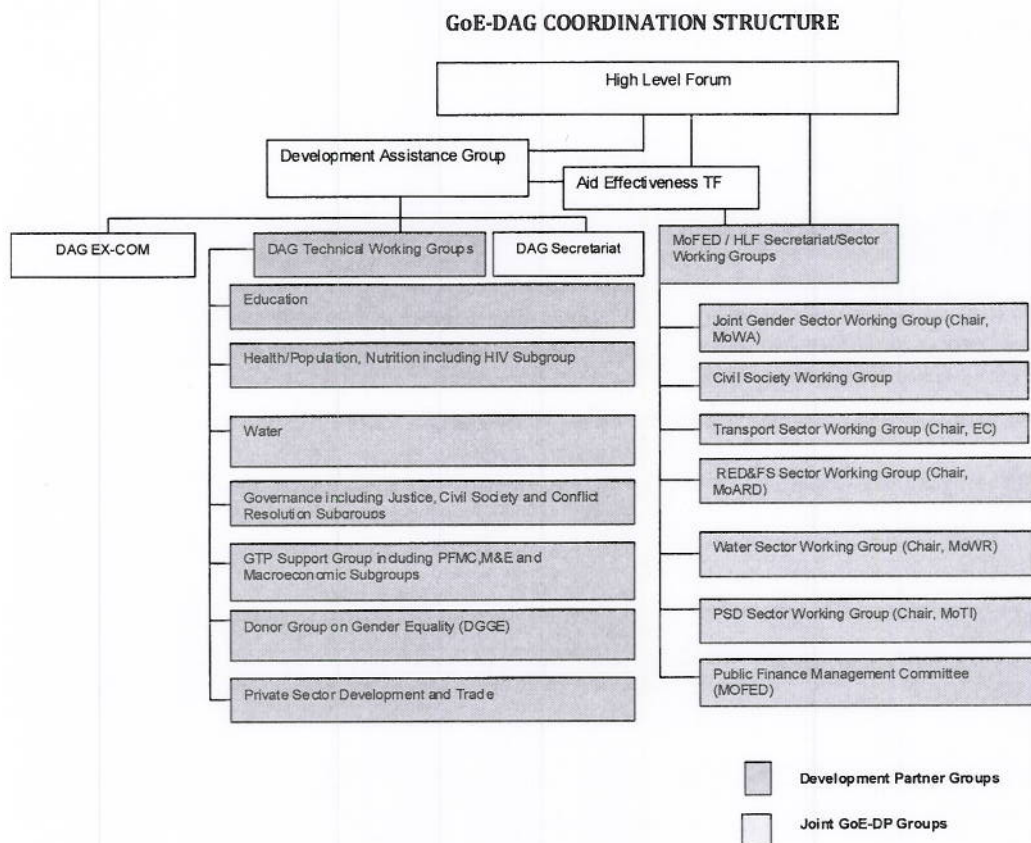
- Support the preparation of APRs and respective consultative meetings.

1.2 High Level Forum (HLF): The High Level Forum (HLF) is the primary dialogue structure that brings DAG members and Government at policy level. It is designed to be a quarterly forum chaired by the Minister of Finance and Economic Development and co-chaired by DAG. The Multilateral Cooperation Department of MoFED is the Secretariat of the HLF and the Head of Department serves as the Head of the Secretariat. The HLF has three main aims:

- Facilitating government-donor dialogue on the implementation and monitoring of the national development plan;
- Facilitate dialogue on overall government-donor relations and monitor progress in the Harmonization Agenda;
- Provide a forum for regular discussion of high-level policy issues.

As the HLF is the key structure for enabling mutual accountability and policy dialogue, the DAG is committed to providing the resources to enhance capacity support as required.

2. Support to the DAG and Government Dialogue Structures:



This project component is required to facilitate and maintain the DAG dialogue structure which includes the Heads of Agency, Executive Committee and Technical Working Groups) and technical assistance as required; DAG Secretariat including staff salaries, equipment, communications, training and travel. Technical assistance for governance and the development of safeguards for multi-donor programmes is also financed from this



component. Other parts of the dialogue structure, the HLF and Aid Effectiveness Taskforce are supported in components 1 and 3 respectively.

3. Support to the Achievement of Aid Effectiveness and Harmonization targets in Ethiopia:

3.1 Capacity Development for Aid management:

Further strengthening capacity of the External Resources Mobilization Department of MOFED is required to enable it to assume and assert its leadership and ownership and to function effectively in all matters related to aid coordination. This includes:

- i. leading policy discussions with bilateral and multilateral development partners on their country strategies and program priorities;
- ii. directing and aligning external assistance to established or emerging priorities that are consistent with national development goals;
- iii. providing leadership and taking ownership of the SWG mechanism, and maintaining regular contact with development partner representatives, but more importantly, with members of the SWG from other line ministries and agencies; sector working groups (SWGs) will be supported if requested by MoFED
- iv. maintaining continually updated information on aid flows through the Aid Management Platform.

In this regard, the programme will support training in the various aspects of aid management and coordination. The programme will also support attendance of policymakers and other government officials to meetings and conferences on aid effectiveness and harmonization to enhance responsiveness to the emerging new aid environment and developments in both the national and the international arena.

3.2 Implementation of Aid Effectiveness Action Plan

Recognizing the importance of the aid effectiveness agenda, the GoE-DAG High Level Forum (HLF) at its meeting of November 18, 2009 decided to revitalize the Harmonization Task Force, now renamed the Aid Effectiveness Taskforce with the conception of new Terms of Reference, which were aimed at reinvigorating the taskforce. Provision is made to allocate resources to Enhance compliance to global Aid Effectiveness agenda.

In order to meet international commitments on aid effectiveness and harmonization agreed in Paris, Accra and Busan, the Aid Effectiveness Taskforce have developed a country level action plan that articulates the country level strategies and targets for ownership, harmonization, alignment, results and mutual accountability. This component will support the implementation of the Aid Effectiveness Action and further development of related activities.

III. Situation anticipated at the end of the project

The government-donor dialogue structure in Ethiopia is built on the principles of the Paris Declaration on Aid Effectiveness of ownership, alignment, harmonization



managing for results and mutual accountability. The purpose of this project is to help the two parties succeed in achieving these objectives. The 2011 OECD Survey on Monitoring the Paris Declaration showed that, of the 13 indicators for which there are targets in the 2011 Survey, five have been met, some indicators were progressing well and few registered dismal progress. There was no improvement in aligning aid flows to national development strategies since 2007, but managing for results has improved, with a B score being allocated. The three indicators on harmonization were not met in 2010, and displayed varying trends. In 2010, 86 percent of scheduled disbursements to Ethiopia were recorded by the government which exhibits an improvement from 2007. The outcome on joint missions experienced some setback in 2010 in comparison with the 2008 Survey, and there were additional setbacks in other indicators on joint country analytical works as well as on the use of common arrangements or procedures during the same period.

However, significant progress was made on a number of alignment indicators, including coordinated technical co-operation, use of public financial management systems and untying aid, which were all substantially above target. Both government and donors are keen to meet the commitments and related targets. For this reason, strengthening government-donor dialogue structures around the GTP and enhancing commitment to improve aid effectiveness and harmonization remains essential for strengthening development cooperation in Ethiopia.

Table 1: Summary of OECD Survey Results for Ethiopia

	Indicators	2005 Reference	2007	2010 Actual	2010 Target
1	Operational Development Strategies	C	B	B	B or A
2a	Reliable Public Financial Management (PFM) systems	3.5	4.0	3.5	4.0
2b	Reliable Procurement systems	Not available	Not available	Not available	No Target
3	Aid flows are aligned on national priorities	74%	62%	48%	87%
4	Strengthen capacity by co-ordinated support	27%	67%	86%	50%
5a	Use of country PFM systems	45%	47%	69%	63%
5b	Use of country procurement systems	43%	41%	55%	No Target
6	Strengthen capacity by avoiding Parallel PIUs	103	56	49	34
7	Aid is more predictable	96%	73%	86%	98%
8	Aid is untied	66%	76%	86%	More than 66%
9	Use of common arrangements or procedures	53%	66%	61%	66%
10a	Joint missions	27%	29%	25%	40%
10b	Joint country analytic work	50%	70%	52%	66%
11	Results-oriented frameworks	C	C	B	B or A
12	Mutual accountability	Y	Y	Y	Y

It is therefore expected that the project will have:

- Strengthened the partnership structure and dialogue between Government and development partners on the implementation of GTP and MDGs;
- Informed consultations and decision making through strategic studies and research activities;
- Strengthened the aid effectiveness and harmonization agenda and the management of resources allocated for development activities;
- Strengthened the monitoring and evaluation system of the GTP and MDGs; and
- Harmonized support to the agreed areas of the GTP process.

By meeting these objectives, the government and development partners will be able to make improvements in some indicators, particularly those relating to aligning aid flows to



national priorities, improving the predictability of aid and enhancing results oriented frameworks.



IV. Management Arrangements

Implementation Modality

The project will be nationally implemented with MoFED as Implementing Partner. The National Implementation Modality (NIM) is guided by the pertaining UNDP NIM rules and regulations as well as the Ethiopia National Project Implementation Manual (PIM).

Project Steering Committee

The project will be overseen by a Steering Committee (SC) which is responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. Project reviews by the SC are made at designated decision points during project implementation, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Steering Committee reviews and approves project quarterly plans when required and authorizes any major deviation from quarterly or annual workplans. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Composition and organization

The Steering Committee will be composed as follows:

<i>An Executive (Chair):</i>	Senior Representative from the Implementing Partner (MoFED)
<i>DAG Ex-Com Representatives:</i>	A group representing the interests of the parties providing funding and/or technical expertise to the project. (2 DAG Executive Committee representatives)
<i>UNDP Representative:</i>	Senior UNDP representative as designated responsible party for the implementation of the project and host of the DAG Secretariat.

Specific responsibilities of the Steering Committee:

- Provide overall guidance and strategic direction to the project, ensuring it remains within any specified constraints;
- Review progress and outputs of the project components;
- Review implementation experiences and lessons learned and make adjustment as necessary;
- Ensure transparency and adequate communication regarding the implementation of the project.
- Address project issues as raised by the Project Manager;



- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings (at least bi-annually) to review the Project Progress Reports and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Appraise the Project Annual Review Report, make recommendations for the next AWP
- Review and approve the terminal project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

Project Assurance

Project Assurance is the responsibility of each Steering Committee member. However, the role can be delegated. The Project Assurance role supports the Steering Committee by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the Project Management Analyst (i.e. the Project Manager); therefore the Steering Committee cannot delegate any of its assurance responsibilities to the Project Management Analyst. A relevant UNDP Programme team is delegated to exercise the Project Assurance role.

The assurance role includes:

- Maintenance of liaison throughout the project between the members of the Steering Committee
- Risks are being controlled
- Adherence to the Project Justification
- The project remains viable and acceptable solution is being developed for project issues
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Adherence to monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Steering Committee's decisions are followed and revisions are managed in line with the required procedures
- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;



- Ensure that CDRs and FACE are prepared and submitted to the Steering Committee;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”.

Responsible Party for implementation of project activities

Under the overall guidance of the Implementing Partner (MoFED) UNDP will be designated to manage the day-to-day operations of the General Pooled Fund Project and to host the DAG secretariat.

UNDP is assigned to manage the contributions of development partners to the pooled fund facility. UNDP will also be responsible for completing all formalities related to co-financing arrangements/agreements with contributing development partners and for receiving and disbursing project resources, contracting consultants and procuring goods and services for project implementation. UNDP Country Office will provide support services in the areas of recruitment, procurement, financial management and other technical services relevant to the project.

UNDP, being responsible for the management of the day-to-day activities of the project, will devise and implement management structures to ensure effective management of the pooled fund and the functioning of the DAG secretariat.

Core Functions supported by the Secretariat through the General Pooled fund:

Policy and Aid Effectiveness Advisory Services

A Policy and Aid Effectiveness Specialist will be assigned to provide (i) policy and technical advisory support to the UNDP and the Development Assistance Group (DAG), (ii) advisory and technical support to MOFED, (iii) programme management support for aid management and effectiveness portfolio, (iv) advisory support to UNDP Senior Management on aid effectiveness in the context of UN Delivering as One Reform, and (v) contribute to UNDP’s work on aid coordination and effectiveness matters

Project Management

A Project Management Analyst (“project manager”) will be assigned by UNDP to oversee the day-to-day activities of the project, including implementation and monitoring of agreed upon activities according to the Annual Work Plan. The Project Management Analyst has the authority to run the project on a day-to-day basis on behalf of the Steering Committee within the constraints laid down by the Steering Committee. The Project Management Analyst is responsible for day-to-day management and decision-making for the project. The Project Management Analyst’s prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The assigned Project Management Analyst will work closely with the Policy and Aid Effectiveness Specialist and DAG Secretariat to ensure effective management and disbursement of pooled funds as well as to provide periodic updates on DAG supported activities. The Project Management Analyst will provide secretarial support to the Project Board of the DAG. Specific responsibilities are outlined in the annexed TOR.



DAG Communications support

A DAG Communication Officer will be responsible for communication of DAG activities aiming at promoting national and international awareness of the profile and activities of the DAG in Ethiopia. The Communication Officer works in close collaboration with other members of the DAG Secretariat and other DAG structures to enhance exchange information. Key functions include (i) development and implementation of DAG communication strategy, (ii) engagement in public relation activities, (iii) creation of strategic partnerships, (iv) assistance to the work of the DAG Secretariat.

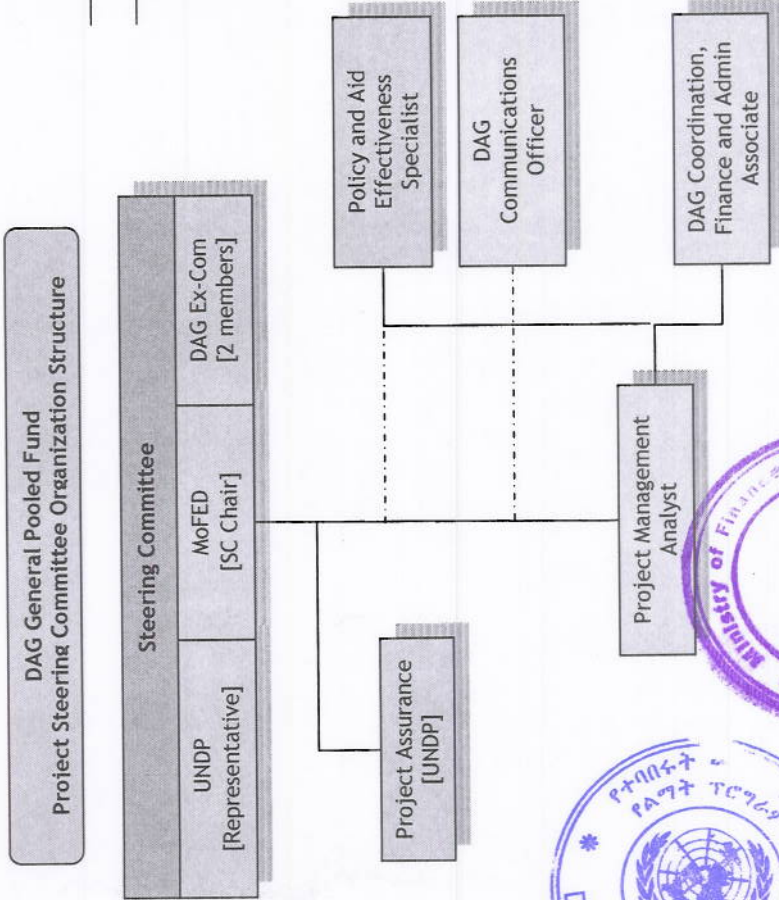
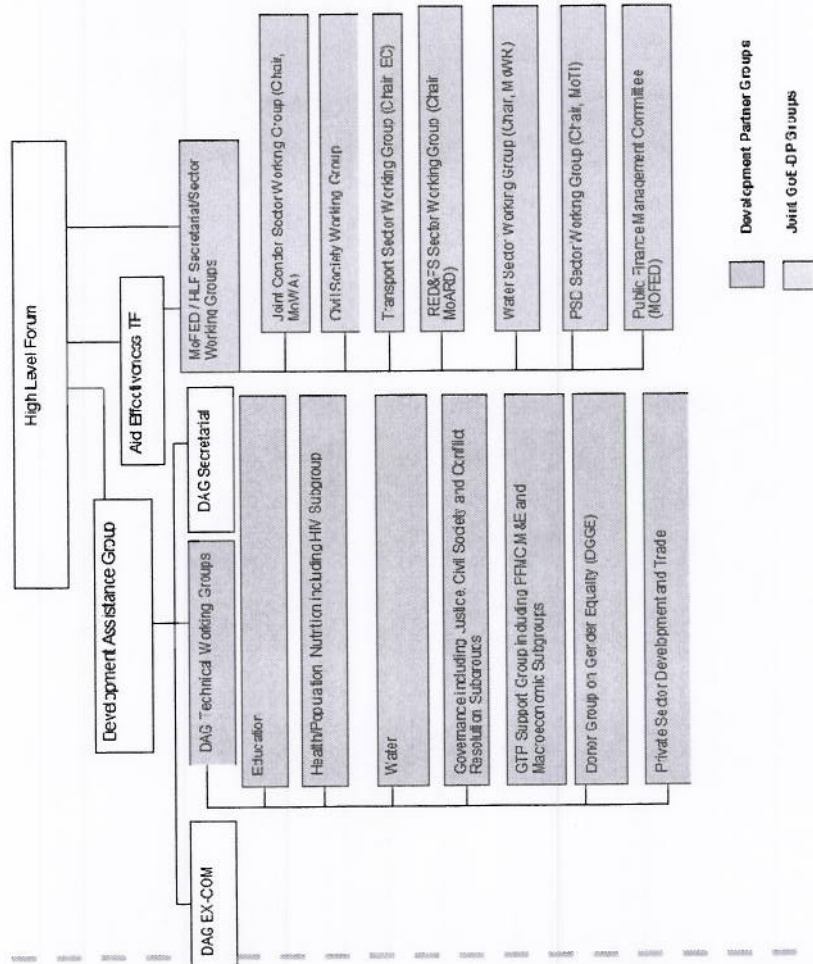
DAG Coordination, Administration and Financial Support

A Coordination, Administrative and Finance Associate will provide programme coordination and administrative support to the DAG Secretariat and Technical Working Groups. Key functions include: (i) Support to knowledge building and knowledge sharing by provide effective research assistance on aid issues including data collection and analysis, (ii) Coordination of DAG programs, meeting including workshops and launches of DAG (EX-COM, DAG HOD) and facilitate meeting of the DAG Technical Working Group including the preparation of preparation of agendas and talking points and their circulation and proper filling; (iii) Provision of effective communications support within DAG and DAG Secretariat and DAG TWGs and the DAG Secretariat; (iv) Provision of administrative and financial support to the DAG Secretariat and Pooled Fund and facilitate the strengthening of linkages between DAG and DAG TWG as well as across the various TWG.



Organization Structure and Interface with DAG

GoE-DAG COORDINATION STRUCTURE



V. Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resource Framework:				
UNDAF Outcome 11:	By 2015, capacities of national, local and community institutions strengthened for participatory and evidence-based planning, implementation, monitoring and evaluation, leadership and decision making			
UNDAF AP Output 11.2:	National leadership and institutional capacities strengthened including capacity for planning, implementation, monitoring, evaluation and coordination of national development plans			
UNDAF AP Output 11.3:	Systems strengthened at all levels to monitor, evaluate and report on the GTP based on RBM and human right principles			
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:	Level of satisfaction of communities in provision of public services; Participatory evidence based development planning, monitoring, evaluation and decision making			
Indicators:	Level of satisfaction of communities in provision of public services; Participatory evidence based development planning, monitoring, evaluation and decision making			
Baseline:	low human resource & fund absorption capacities			
Target:	'core' organizations meet capacity benchmarks; 50% or more of annual budgets expended			
Applicable Key Result Area (from UNDP 2008-12 Strategic Plan):	E. Poverty eradication and achievement of internationally agreed development goals, including the MDGs			
Partnership Strategy:	UNDP will continue in its capacity as manager of the DAG Pooled Fund to facilitate support to GTP implementation process towards achieving the MDGs			
Project title and ID (ATLAS Award ID): Phase IV - Development Partner's Support to the GTP and MDG Process in Ethiopia				
INTENDED OUTPUTS	OUTPUT TARGETS (2012-2015)	INDICATIVE ACTIVITIES 2012-2015	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: Effective support to the GTP and MDG consultative processes provided</p> <p>Baseline:</p> <ul style="list-style-type: none"> one APR meetings during PASDEP 5 year implementation; One Poverty Analysis Report 2 MDG Reports <p>Indicators:</p> <ul style="list-style-type: none"> Number of Annual Progress Review Reports Number of APR Meetings, Number of HLF Meetings, 	<p>Year 1:</p> <ul style="list-style-type: none"> APR Consultation Meeting APR Reports 2 HLF meetings <p>Year 2:</p> <ul style="list-style-type: none"> One Strategic study report One poverty analysis report produced on GTP and MDGs APR Consultation Meeting APR Report 2 HLF meetings <p>Year 3:</p>	<p>Activity Result 1: Strategic studies and progress reports on the GTP and MDGs to inform government policy and development cooperation</p> <p>Action:</p> <ul style="list-style-type: none"> Commission Studies, disseminate <p>Activity Result 2: Effective Monitoring and Evaluation of GTP</p> <p>Action:</p> <ul style="list-style-type: none"> Provide Technical Assistance to support Monitoring and Evaluation of GTP (for MOFED) Recruit Consultant for Poverty Analysis 	<p>UNDP in consultation with MoFED</p>	<ul style="list-style-type: none"> Short Term TA/Consultants Poverty Analysis Experts <p>Sub-TOTAL RESOURCES: USD 400,000</p>



<ul style="list-style-type: none"> Poverty Analysis Report 	<ul style="list-style-type: none"> APR Consultation Meeting APR Report 2 HLF meetings <p>Year 4:</p> <ul style="list-style-type: none"> APR Consultation Meeting APR Report 2 HLF meetings 	<p>Activity Result 3: Progress Review of GTP and MDG assessed in a consultative way.</p> <p>Action:</p> <ul style="list-style-type: none"> Organize consultations and meetings between the Government, development partners <p>Activity Result 4: High Level Government-Donor Policy discussions</p> <p>Action:</p> <ul style="list-style-type: none"> High Level Forum Meetings Organized Annual Progress review Meetings organized Documentation Prepared (annual progress reports) Provision of administrative and logistical support for effective functioning of HLF secretariat 	
<p>Output 2: DAG and the Government dialogue structure function effectively</p> <p>Baseline: HLF and monthly DAG HoA meetings held annually; DAG pooled funds effectively managed</p> <p>Indicators:</p> <ul style="list-style-type: none"> Policy and Development Cooperation issues discussed; DAG Project/pooled funds effectively managed Project Mid-term review and final evaluation conducted 	<p>Year 1:</p> <ul style="list-style-type: none"> Monthly DAG HoA and Ex-Com meetings held annually; TA provided to the DAG on Governance, Safeguards for multi-donor programmes Targets (multi-year) <p>Year 2:</p> <ul style="list-style-type: none"> Mid-term review report Monthly DAG HoA and Ex-Com meetings held annually; TA provided to the DAG on Governance, Safeguards for multi-donor programmes Targets (multi-year) <p>Year 3:</p>	<p>Activity Result 1: Effective technical, operational, institutional and administrative support to the DAG and the DAG Secretariat provided with regard to its core functions (incl. staffing, facilities, training, and travel) core functions:</p> <p>Actions:</p> <ul style="list-style-type: none"> Provision of Policy and Aid Effectiveness TA support Provision of Communication support Provision of Project Management support (General Pooled Fund), Provision of Coordination and Admin support. <p>Activity Result 2: Technical and Analytical support provided to the DAG for policy engagement with government</p>	<p>UNDP</p> <ul style="list-style-type: none"> DAG Staff Technical Advisors Short-term Experts Nat. and International Consultants <p>Sub-TOTAL RESOURCES: USD 2,600,000</p>



	<ul style="list-style-type: none"> Monthly DAG HoA and Ex-Com meetings held annually; TA provided to the DAG on Governance, Safeguards for multi-donor programmes Targets (multi-year) <p>Year 4:</p> <ul style="list-style-type: none"> 11 Monthly DAG HoA and Ex-Com meetings held annually; Final Project Report and evaluation TA provided to the DAG on Governance, Safeguards for multi-donor programmes Targets (multi-year) 	<p>Actions:</p> <ul style="list-style-type: none"> TA support for TWGs provided <p>Activity Result 3: Review and Evaluation Reports produced to ensure continued relevance and effectiveness of the support provided</p> <p>Actions:</p> <ul style="list-style-type: none"> TORs for Review and Evaluation formulated MTR and final Evaluation commissioned Participatory review of findings and recommendations Adjustment of project design based on MTR 		
<p>Output 3: Capacity of Government and DPs to Achieve of Aid Effectiveness and Harmonization targets enhanced</p> <p>Baseline:</p> <ul style="list-style-type: none"> OECD Survey Results for Ethiopia [Table 1] <p>Indicators:</p> <ul style="list-style-type: none"> Number of GoE partners trained in aid management and coordination; Number of GoE exposed to international aid effectiveness fora; Number of fully functioning SWG under GoE leadership; % gap in government and DPs aid data reduced; Aid management platform fully 	<p>Year 1:</p> <ul style="list-style-type: none"> AMP Rolled out at Federal level (2012) Three GoE staff trained in aid management per annum Provide IT equipment and data maintenance support Four government officials attending aid effectiveness fora per annum <p>Year 2:</p> <ul style="list-style-type: none"> AMP rolled out at the regional level (2013) Three GoE staff trained in aid management per annum Provide IT equipment and data maintenance support Four government officials 	<p>Activity Result 1: Aid Management and Coordination of MOFED enhanced</p> <p>Action:</p> <ul style="list-style-type: none"> Provide training/capacity development on aid coordination, resource allocation, planning and management to policymakers <p>Activity Result 2: Aid Management Platform fully functional</p> <p>Actions:</p> <ul style="list-style-type: none"> Support the operationalization of the Aid Management Platform through IT assessment, TA and training for users Ongoing training and maintenance <p>Activity Result 3: Aid Effectiveness Action Plan Implemented</p> <p>Action:</p>	<p>UNDP in consultation with MoFED</p>	<ul style="list-style-type: none"> International Expert, Aid Effectiveness ICT Experts <p>TOTAL RESOURCES: USD 380,000</p>



<ul style="list-style-type: none"> functional and maintained Aid effectiveness plan including its targets implemented 	<p>attending aid effectiveness fora per annum</p> <p>Year 3:</p> <ul style="list-style-type: none"> Three GoE staff trained in aid management per annum Provide IT equipment and data maintenance support Four government officials attending aid effectiveness fora per annum <p>Year 4:</p> <ul style="list-style-type: none"> Three GoE staff trained in aid management per annum Provide IT equipment and data maintenance support Four government officials attending aid effectiveness fora per annum 	<ul style="list-style-type: none"> Implement and monitor the aid effectiveness and harmonization action plan <p>Activity Result 4: Enhanced capacity of policymakers on aid effectiveness/harmonization.</p> <p>Action:</p> <ul style="list-style-type: none"> Participation in fora, conferences and seminars on aid effectiveness <p>Activity Result 5: Analytical works on aid effectiveness, harmonization, new aid instruments & harmonized sector-financing modalities</p> <p>Action:</p> <ul style="list-style-type: none"> Commission Analytical Work 	
TOTAL RESOURCES			3,380,000



VI. Annual Work Plan for 2012/13 (07/2012-06/2013)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q3 2012	Q4 2012	Q1 2013	Q2 2013		Funding Source	Budget Description
<p>Output 1: Effective support to the GTP and MDG consultative processes provided</p> <p>Targets:</p> <ul style="list-style-type: none"> • APR Consultation Meeting • APR Reports • 2 HLF meetings <p>Baseline:</p> <ul style="list-style-type: none"> • One APR meetings during PASDEP 5 year implementation; • One Poverty Analysis Report • 2 MDG Reports <p>Indicators:</p> <ul style="list-style-type: none"> • Number of Annual Progress Review Reports • Number of APR Meetings, • Number of HLF Meetings, • Poverty Analysis Report <p>UNDAF AP Output 11.2: National leadership and institutional capacities strengthened including capacity for planning, implementation, monitoring, evaluation and coordination of national development plans</p>	<p>Activity Result 1: Strategic studies and progress reports on the GTP and MDGs to inform government policy and development cooperation Action: Commission Studies, disseminate</p> <p>Activity Result 2: Effective Monitoring and Evaluation of GTP Action:</p> <ul style="list-style-type: none"> • Provide Technical Assistance to support Monitoring and Evaluation of GTP (for MOFED) • Recruit Consultant for Poverty Analysis <p>Activity Result 3: Progress Review of GTP and MDG assessed in a consultative way. Action:</p> <ul style="list-style-type: none"> • Organize consultations and meetings between the Government, development partners <p>Activity Result 4: High Level Government-Donor</p>		X			UNDP in consultation with MOFED	DAG Ethiopia	30,000
				X	X	UNDP in consultation with MOFED	DAG Ethiopia	30,000
		X				UNDP in consultation with MOFED	DAG Ethiopia	20,000
			X	X		UNDP in consultation with MOFED	DAG Ethiopia	



	<p>Policy discussions</p> <p>Action:</p> <ul style="list-style-type: none"> • High Level Forum Meetings Organized • Annual Progress review Meetings organized • Documentation Prepared (annual progress reports) • Provision of administrative and logistical support for effective functioning of HLF secretariat 		10,000
<p>Output 2: DAG and the Government dialogue structure function effectively</p> <p>Targets:</p> <ul style="list-style-type: none"> • Monthly DAG HoA and Ex-Com meetings held annually; • TA provided to the DAG on Governance, Safeguards for multi-donor programmes Targets (multi-year) <p>Baseline:</p> <ul style="list-style-type: none"> • HLF and monthly DAG HoA meetings held annually; • DAG pooled funds effectively managed <p>Indicators:</p> <ul style="list-style-type: none"> • Policy and Development Cooperation issues discussed; DAG Project/pooled funds effectively managed 	<p>Activity Result 1: Effective technical, operational, institutional and administrative support to the DAG and the DAG Secretariat provided with regard to its core functions (incl. staffing, facilities, training, and travel) core functions:</p> <p>Actions:</p> <ul style="list-style-type: none"> • Provision of Policy and Aid Effectiveness TA support • Provision of Communication support • Provision of Project Management support (General Pooled Fund), • Provision of Coordination and Admin support. 	<p>UNDP</p> <p>DAG Ethiopia</p>	350,000
<p>Activity Result 2: Technical and Analytical support provided to the DAG for policy engagement with government</p> <p>Actions:</p> <ul style="list-style-type: none"> • TA support for TWGs provided 	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>UNDP</p> <p>DAG Ethiopia</p>	200,000



<p>UNDAF AP Output 11.3: Systems strengthened at all levels to monitor, evaluate and report on the GTP based on RBM and human right principles</p>	<ul style="list-style-type: none"> project design based on MTR <p>Activity Result 3: Review and Evaluation Reports produced to ensure continued relevance and effectiveness of the support provided</p> <p>Actions:</p> <ul style="list-style-type: none"> TORs for Review and Evaluation formulated MTR and final Evaluation commissioned Participatory review of findings and recommendations Adjustment of project design based on MTR 	x	x				UNDP	DAG Ethiopia		
<p>Output 3: Capacity of Government and DPs to Achieve of Aid Effectiveness and Harmonization targets enhanced</p> <p>Baseline:</p> <ul style="list-style-type: none"> OECD Survey Results for Ethiopia [Table 1] <p>Indicators:</p> <ul style="list-style-type: none"> Number of GoE partners trained in aid management and coordination; Number of GoE exposed to international aid effectiveness fora; Number of fully functioning SWG under GoE leadership; % gap in management and DPs 	<p>Activity Result 1: Aid Management and Coordination of MOFED enhanced</p> <p>Action:</p> <ul style="list-style-type: none"> Provide training/capacity development on aid coordination, resource allocation, planning and management to policymakers 	x	x				UNDP in consultation with MOFED	DAG Ethiopia		20,000
<p>Activity Result 2: Aid Management Platform fully functional</p> <p>Actions:</p> <ul style="list-style-type: none"> Support the operationalization of the Aid Management Platform through IT assessment, TA and training for users Ongoing training and 	<p>Activity Result 2: Aid Management Platform fully functional</p> <p>Actions:</p> <ul style="list-style-type: none"> Support the operationalization of the Aid Management Platform through IT assessment, TA and training for users Ongoing training and 	x	x				UNDP in consultation with MOFED	DAG Ethiopia		20,000



<ul style="list-style-type: none"> aid data reduced; Aid management platform fully functional and maintained Aid effectiveness plan including its targets implemented 	<p>maintenance</p> <p>Activity Result 3: Aid Effectiveness Action Plan Implemented Action:</p> <ul style="list-style-type: none"> Implement and monitor the aid effectiveness and harmonization action plan 	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP in consultation with MOFED</p>	<p>20,000</p>	
<p>aid data reduced;</p>	<p>Activity Result 4: Enhanced capacity of policymakers on aid effectiveness/harmonization. Action:</p> <ul style="list-style-type: none"> Participation in fora, conferences and seminars on aid effectiveness 	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP in consultation with MOFED</p>	<p>20,000</p>	
<p>aid data reduced;</p>	<p>Activity Result 5: Analytical works on aid effectiveness, harmonization, new aid instruments & harmonized sector-financing modalities Action:</p> <ul style="list-style-type: none"> Commission Analytical Work 	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>UNDP in consultation with MOFED</p>	<p>20,000</p>	
									<p>TOTAL USD</p>	<p>720,000</p>



VII. Work Plan and Budget

Preparation of Annual Workplan

MOFED and the DAG Executive Committee with the support of UNDP prepare the annual work plan for the implementation of the project. The work plan will be presented to the Project Board for discussion and progress reports will be presented accordingly. For Year 1 (2012), the workplan is included in this document.

Budgeting

In light of the iterative and incremental nature of the GTP process, the budget will be formulated on a rolling basis. The overall budget is attached and will be updated based on new requirements and additional contributions from development partners.

VIII. Monitoring, Reporting and Audit

Monitoring

The project will be monitored based on the Monitoring and Evaluation guidelines of UNDP that outline which activities and outputs will be monitored, reviewed, and evaluated throughout the project cycle.

In this regard, and in accordance with the programming policies and procedures of UNDP, 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 Management Analyst 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 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 and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format



for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

- o **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Reporting

The UNDP Programme Manager assigned will prepare an annual narrative and financial report on the supported activities, which will be shared with the contributing development partners.

Audit

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



IX. The Legal Context

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

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

The executing agency 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 executing agency'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 executing agency 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>.



X. ANNEXES

Annex 1: Risk Log

Annex 2: TORs of Project Staff

- Policy and Aid Effectiveness Specialist
- Project Management Analyst



Annex 1. Project Risks Assessment and Mitigation Measures

	Description	Type	Impact	Probability	Countermeasure
1	Unpredictable contributions from DAG members. Contributions may change according to priorities within agencies.	Financial	4	3	Regular resource mobilization and establishment of longer term commitments and agreements;
2	Limited capacity of some of the government partners to deliver on some of the activities on time.	Operational	4	2	The project will provide capacity development support and therefore the risk is likely to decline over time
3	Complexity associated with the management of a multi-donor pooled mechanism with various agreements, donor procedures and funding sources	Operational	3	2	Provide clear guidelines and explanatory information to contributing donors on reporting, financial and procurement procedures
4	Project results are highly dependent on the regularity and quality of government-donor interaction at various levels (technical, policy).	Strategic	3	3	Streamlining of the dialogue structure took place in 2011 to improve engagement. Additional support will be provided to government counterparts in the dialogue structure including the HLF and SWGs
5	Coordination between the DAG, UNDP and Government Counterparts	Institutional	2	3	Provision of information on roles and responsibilities for the full project cycle

Notes:

Project Manager (UNDP) will be responsible for updating the risks log in Atlas
 Impact: effect on the project if the risk were to occur on a scale of 1 (low) to 5 (high)
 Probability: estimate of the likelihood of the risk occurring on a scale of 1 (low) to 5 (high)



Annex 2: Terms of References



UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

I. Position Information

Job Code Title: Policy and Aid Effectiveness Specialist
Pre-classified Grade: FTA, P4
Supervisor: Team Leader Policy Advisory Unit (PAU)

II. Organizational Context

The Secretariat for the Ethiopia Development Assistance Group (DAG) was established to coordinate donor support to the preparation, monitoring and evaluation of the Poverty Reduction Strategy (PRS) process and, more recently the Millennium Development Goals (MDGs). It is housed in UNDP and provides support to the work of the DAG and its sub-structures including the High Level Forum (HLF), DAG Technical Working Groups (TWGs), Aid effectiveness Task Force, and the DAG Executive Committee (Ex-com). It follows up on the ongoing development agenda as well as new initiatives as they are launched by the DAG. The DAG Secretariat also builds partnerships and liaises closely with stakeholders, including Government, civil society, the private sector, the UN and donor agencies. It ensures smooth communication between stakeholders as well as promotes a client-oriented approach consistent with UNDP rules and regulations.

The Policy and Aid Effectiveness Specialist (Policy and Aid Effectiveness - DAG Secretariat) works under the overall guidance of the UNDP Resident Representative/UN Resident Coordinator and the direct supervision of the UNDP Economic Advisor. The Policy and Aid Effectiveness Specialist leads programme support staff and coordinates activities of the project staff in the DAG Secretariat. The Policy and Aid Effectiveness Specialist works in close collaboration with the UNDP Operations and Programme Teams, programme staff in other UN Agencies, other donor agencies and implementing partners, relevant government departments, and civil society organizations to ensure successful programme implementation. He/she shall liaise with UNDP HQs staff to resolve complex programme-related issues.

III. Functions / Key Results Expected

Summary of Key Functions:

1. Policy and technical advisory support to the UNDP, the Development Assistance Group (DAG) as well as GoE Aid Effectiveness Task Force
2. Advisory and Technical Support to MoFED
3. Advisory Support for aid management and effectiveness portfolio
4. Provide advisory support to UNDP Senior Management on aid effectiveness in the context of UN Delivering as One Reform
5. Contribution to UNDP's work on Aid Coordination and Effectiveness Matters
6. Contribution to Aid Effectiveness knowledge creation and management



1. Policy and technical advisory support to the UNDP and the Development Assistance Group (DAG):

- Provide advisory, analytical and technical support to UNDP and the Development Assistance Group (DAG), including the Aid Effectiveness Taskforce, on the issues related to aid coordination and effectiveness as well as to the strengthening of development partnership in Ethiopia;
- Provide technical and analytical support to the work of the Policy Advisory Unit (PAU) and other areas of work as agreed by the UNDP especially those relating to aid coordination, management and effectiveness, strategic partnerships and resource mobilization;
- Provide technical and advisory support to the DAG structures to facilitate effective policy dialogue on a number of overarching development policy issues through, among others, DAG dialogue meetings and discussions on issues of development aid issues as agreed upon with the Government of Ethiopia;
- In partnership with staff of the Ministry of Finance and Economic Development Staff, act as a member of the joint secretariat for the in-country dialogue structure. This includes advisory and technical support to the High Level Forum (HLF) Secretariat and Annual Progress Review (APR) Meetings of Growth and Transformation Programme (GTP);
- Produce high quality and regular policy advisory briefs or papers for UNDP on aid coordination, management and effectiveness to support national processes and development policy discourse in this area;
- Provide technical support to OECD-DAC country-level activities, including coordination of the in-country case studies, evaluations, and the survey among others.
- Provide Technical Support to the Aid Effectiveness Task Force

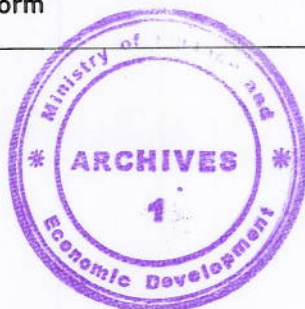
2. Advisory and Technical Support to MOFED

- Advise the Ministry on the development and implementation of appropriate strategies and interventions for enhancing aid effectiveness and the strengthening of Government capacities for effective aid management;
- Provide strategic advisory support to the Ministry on the implementation and possible development of the Ethiopia's Aid Policy, including providing advice on the process and content in the development of an ODA manual, and strengthening and rolling out of the Aid Management Platform (AMP);
- Provide professional technical advice to both the Government of Ethiopia and its Development Partners on the implementation of mechanisms and approaches aimed at promoting mutual accountability in aid relations;
- Provide advisory support to the MOFED to enhance its capacity and leadership in OECD-DAC related activities;
- Procure and coordinate the provision of other technical support as needed.

3. Advisory Support for aid management and effectiveness portfolio:

- Provide advisory and management support in programme implementation with specific focus on aid coordination, harmonization, alignment and effectiveness;
- As Policy and Aid Effectiveness Specialist for the DAG Secretariat, meet project oversight and management responsibilities for the strengthening of the DAG Secretariat project and manage day-to-day functions of the DAG Secretariat, including leading the work planning process.
- Supervise staff in the DAG Secretariat as required;
- Provide advisory support to the Aid management and effectiveness programme portfolio.

4. Provide advisory support to UNDP Senior Management on aid effectiveness in the context of UN Delivering as One Reform



- Analytical support the UN Resident Coordinator and UN Country Team in ensuring a strategic engagement of the UN and DAG;
- Assist the contribution of UN agencies under Delivering as One to support the aid effectiveness agenda in Ethiopia.

5. Contribution to UNDP's work on Aid Coordination and Effectiveness Matters

- Support the UNDP capacity and positioning in terms of aid effectiveness agenda;
- Provides strategic advisory support to the UNDP on aid effectiveness issues;
- Effective development partnership and incrementally higher level of aid effectiveness in country;
- Higher level of understanding and deeper knowledge among Development Partners; (including UN agencies) of the aid architecture in Ethiopia.

6. Contribution to Aid Effectiveness knowledge creation and management

- Regularly contribute to aid effectiveness knowledge platforms (teamworks) and community of practice sharing best practices and results
- Document and Manage local aid effectiveness knowledge generated and actively support its publication and dissemination

IV. Impact of Results

The key results have an impact on the overall success of the country programme and reaching UNDAF/CPD goals. In particular, the key results have an impact on the design, operation and programming of activities, creation of strategic partnerships as well as reaching resource mobilization targets.

V. Competencies and Critical Success Factors

Functional Competencies:

Advocacy/Advancing A Policy-Oriented Agenda

- Creates effective advocacy strategies
- Performs analysis of political situations and scenarios, and contributes to the formulation of institutional responses

Results-Based Programme Development and Management

- Provides information for linkages across programme activities to help identify critical points of integration
- Provides information and documentation on specific stages of projects/programme implementation
- Provides background information to identify opportunities for project development and helps drafting proposals
- Participates in the formulation of project proposals

Building Strategic Partnerships

- Effectively networks with partners seizing opportunities to build strategic alliances relevant to UNDP's mandate and strategic agenda



- Identifies needs and interventions for capacity building of counterparts, clients and potential partners
- Promotes UNDP's agenda in inter-agency meetings

Innovation and Marketing New Approaches

- Seeks a broad range of perspectives in developing project proposals
- Identifies new approaches and promotes their use in other situations
- Creates an environment that fosters innovation and innovative thinking
- Makes the case for innovative ideas from the team with own supervisor

Resource Mobilization

- Analyzes information on potential bilateral donors and national counterparts to recommend a strategic approach
- Identifies and compiles lessons learned
- Develops a resource mobilization strategy at the country level

Promoting Organizational Learning and Knowledge Sharing

- Makes the case for innovative ideas documenting successes and building them into the design of new approaches
- Identifies new approaches and strategies that promote the use of tools and mechanisms

Job Knowledge/Technical Expertise

- Understands more advanced aspects of primary area of specialization as well as the fundamental concepts of related disciplines
- Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself professionally
- Demonstrates comprehensive knowledge of information technology and applies it in work assignments
- Demonstrates comprehensive understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments

Global Leadership and Advocacy for UNDP's Goals

- Performed analysis of political situations and scenarios, and contributes to the formulation of institutional responses
- Uses the opportunity to bring forward and disseminate materials for global advocacy work and adapts it for use at country level

Client Orientation

- Anticipates client needs
- Works towards creating an enabling environment for a smooth relationship between the clients and service provider
- Demonstrates understanding of client's perspective
- Solicits feedback on service provision and quality

Core Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism
- Promoting ethics and integrity, creating organizational precedents
- Building support and political acumen



- Building staff competence, creating an environment of creativity and innovation
- Building and promoting effective teams
- Creating and promoting enabling environment for open communication
- Creating an emotionally intelligent organization
- Leveraging conflict in the interests of UNDP & setting standards
- Sharing knowledge across the organization and building a culture of knowledge sharing and learning.
- Fair and transparent decision making; calculated risk-taking
- Prince2 training and certification, RMG

VI. Recruitment Qualifications	
Education:	Master's Degree or equivalent in International Development, International Relations, Public Administration, Economics, Political Sciences, Social Sciences or related field.
Experience:	<ul style="list-style-type: none"> • A minimum of 7 years of relevant experience in development cooperation in a governmental, multilateral or civil society organization in a multi-cultural setting • 3 or more years of senior-level management responsibilities of similar size and complexity. • In-depth understanding of global developments and best practices in the area of aid effectiveness, combined with demonstrated experience in supporting aid coordination and management at the programme country level; and • Prior work experience with UN agencies or other international organizations will be an asset. • Knowledge of the mandate and role of the UNDP in aid coordination and relevant experience in developing countries will be an asset.
Language Requirements:	Fluency in the UN

VII. Signatures - Job Description Certification		
Incumbent (if applicable)		
Name	Signature	Date
Supervisor		
Name	Signature	Date
Chief Division/Section		
Name	Signature	Date





**UNITED NATIONS DEVELOPMENT PROGRAMME
JOB DESCRIPTION**

I. Post Information

Post Title: Project Management Analyst
Duty station: Addis Ababa, Ethiopia
Pre-classified Grade: Service Contract
Supervisor: Team Leader, Partnerships and Management Support Unit

II. Organizational Context

The Secretariat for the Development Assistance Group (DAG) was established to coordinate donor support to the preparation, monitoring and evaluation of the Poverty Reduction Strategy (PRS) process and, more recently the Millennium Development Goals (MDGs). It is housed in UNDP and provides support to the work of the DAG Technical Working Groups (TWGs), DAG Executive Committee (Ex-com) and the DAG. It follows up on ongoing agenda as well as new initiatives that are launched by the DAG. The DAG Secretariat also builds partnerships and liaises closely with stakeholders, including Government, civil society, the private sector, the UN and donor agencies. It ensures smooth communication between stakeholders as well as promotes a client-oriented approach consistent with UNDP rules and regulations.

III. Functions / Key Results Expected

1. Project Management and Monitoring of the DAG Pooled Fund including work planning, monitoring and follow up of implementation with implementing partners;
2. Financial and administrative management of DAG pooled funds;
3. Management of Donor Contributions and Agreements (financial and narrative reporting, agreement administration)

Summaries of Major Duties

In close cooperation with the Policy and Aid Effectiveness Specialist and direct supervision of Team Leader, Partnership and Management Support Unit (PMSU), the Project Management Analyst performs project management and monitoring tasks related to the DAG Pooled Funds in conformity with UNDP rules and guidelines.

S/he and assists in following up on programmes and initiatives of the DAG and its implementing partners. The Project Management Analyst will work in close collaboration with other members of the DAG Secretariat, DAG structures, development partners and UNDP Country Office to enhance exchange of information. He/she shall also work closely with Strategic Advisory Team and UNDP Programme staff on day-to-day basis. S/he also works in close collaboration with relevant donor staff and implementing partners. Within UNDP, s/he shall work in close collaboration with the PMSU, Policy and Advisory Unit, and the Operations Team on day-to-day basis. The Project Management Analyst liaises with UNDP HQ staff for resolving complex finance



and administrative issues related to project delivery and implementation.

Major Functional Activities:

1. Project Management and Monitoring of the DAG Pooled Fund including work planning, monitoring and follow up of implementation with implementing partners

- Assesses project proposals, prepares recommendations for support and monitors the implementation of supports through the DAG Pooled Funds,
- Assists in providing effective support to the management of the DAG Pooled Funds
- Provides support to monitoring and evaluation of national poverty reduction strategy
- Assists in ensuring effective support to the implementation of activities of the DAG Secretariat,
- Timely payment of requests from implementing partners and clients
- Ensures smooth operation of the financial aspects of the General Pooled Funds
- Liaise with the Steering Committee or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Plan the activities of the project and monitor progress against the initial quality criteria.
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Steering Committee and Project Assurance;
- Prepare the Annual Review Reports, and submit the report to the Steering Committee;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.
- Prepare Final Project Review Reports to be submitted to the Steering Committee
- Identify follow-on actions and submit them for consideration to the Steering Committee;

2. Financial and administrative management of DAG pooled funds

- Responsible for project administration;
- Liaise with any suppliers and may also perform Project Support roles;
- Ensures smooth operation of the financial aspects of the DAG General Pooled Fund including maintaining financial records and monitoring cash positions of donors to ensure sufficient funds are available for disbursement,
- Ensures full compliance of financial processes and financial records with UNDP rules and regulations, policies and strategies
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries upon project closure;
- Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

3. Management of Donor Contributions and Agreements (financial and narrative reporting, agreement administration)



- Follows up on donor contributions received and applies to respective partners in ATLAS
- Drafts financial and narrative donors reports

IV. Impact of Results

The key results have an impact on the effectiveness of DAG activities in Ethiopia within the framework of Growth and Transformation Plan in Ethiopia. In particular, the key results will have an impact on enhancing public awareness with regards to DAG and member activities in Ethiopia.

V. Competencies

Functional Competencies:

Advocacy/Advancing A Policy-Oriented Agenda

- Creates effective advocacy strategies
- Performs analysis of political situations and scenarios, and contributes to the formulation of institutional responses

Results-Based Programme Development and Management

- Provides information for linkages across programme activities to help identify critical points of integration
- Provides information and documentation on specific stages of projects/programme implementation
- Provides background information to identify opportunities for project development and helps drafting proposals
- Participates in the formulation of project proposals

Building Strategic Partnerships

- Effectively networks with partners seizing opportunities to build strategic alliances relevant to UNDP's mandate and strategic agenda
- Identifies needs and interventions for capacity building of counterparts, clients and potential partners
- Promotes UNDP's agenda in inter-agency meetings

Innovation and Marketing New Approaches

- Seeks a broad range of perspectives in developing project proposals
- Identifies new approaches and promotes their use in other situations
- Creates an environment that fosters innovation and innovative thinking
- Makes the case for innovative ideas from the team with own supervisor

Promoting Organizational Learning and Knowledge Sharing

- Makes the case for innovative ideas documenting successes and building them into the design of new approaches
- Identifies new approaches and strategies that promote the use of tools and mechanisms

Job Knowledge/Technical Expertise

- Understands more advanced aspects of primary area of specialization as well as the



- fundamental concepts of related disciplines
- Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself professionally
- Demonstrates comprehensive knowledge of information technology and applies it in work assignments
- Demonstrates comprehensive understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments

Global Leadership and Advocacy for UNDP's Goals

- Performed analysis of political situations and scenarios, and contributes to the formulation of institutional responses
- Uses the opportunity to bring forward and disseminate materials for global advocacy work and adapts it for use at country level

Client Orientation

- Anticipates client needs
- Works towards creating an enabling environment for a smooth relationship between the clients and service provider
- Demonstrates understanding of client's perspective
- Solicits feedback on service provision and quality

Core Competencies:

- Promoting ethics and integrity, creating organizational precedents
- Building support and political acumen
- Building staff competence, creating an environment of creativity and innovation
- Building and promoting effective teams
- Creating and promoting enabling environment for open communication
- Creating an emotionally intelligent organization
- Leveraging conflict in the interests of UNDP & setting standards
- Sharing knowledge across the organization and building a culture of knowledge sharing and learning.
- Fair and transparent decision making; calculated risk-taking
- Prince2 training and certification, RMG
- Excellent written and oral communication skills and ability to work in a multicultural environment
- Strong interpersonal skills
- Communication and negotiation skills
- Organizational/Time Management skills
- Results-oriented outlook
- Proficiency in standard computer software (word-processing, excel, databases, power point, internet). Strong aptitude for learning computer-based financial and program management software for monitoring programs

VI. Recruitment Qualifications	
Education:	<ul style="list-style-type: none"> • At least Master Degree or equivalent in accounting, Economics, Business Administration, International Development/Relation, Project management or related fields.
Experience:	<ul style="list-style-type: none"> • At least five years of progressively responsible experience in project management at national or international levels; • Practical experience from development work with NGOs, donors or government in the Ethiopian context, • Experience of or familiarity with the bilateral and



	multilateral agencies;
Language Requirements:	<ul style="list-style-type: none"> • Fluency in English and the national language of the duty station

VII. Signatures - Job Description Certification		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name	Signature	Date
Chief Division/Section		
Name	Signature	Date





UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

I. Position Information

Post title:	DAG Communications Officer
Supervisor:	UNDP Resident Representative/UN Resident Coordinator
Duty station:	Addis Ababa, Ethiopia
Pre-classified grade:	Service Contract
Unit:	Communications Unit

II. Organizational Context

The Secretariat for the Development Assistance Group (DAG) of donors was established to coordinate donor support to the preparation, monitoring and evaluation of the Poverty Reduction Strategy (PRS) process and, more lately the Millennium Development Goals (MDGs). It is housed in UNDP and provides support to the work of the DAG Technical Working Groups (TWGs), DAG Executive Committee (ExCom) and the DAG through facilitation and follows up on ongoing agenda as well as new initiatives that are launched. The DAG Secretariat also builds partnerships and liaises closely with stakeholders, including Government, civil society, the private sector, the UN and donor agencies. It ensures smooth communication between stakeholders as well as promotes a client-oriented approach consistent with UNDP rules and regulations.

Under the direct supervision of the UNDP RR/UN RC, the Communication Officer is responsible for communication of DAG activities aiming at promoting national and international awareness of the profile and activities of the DAG in Ethiopia. The Communication Officer works in close collaboration with other members of the DAG Secretariat and other DAG structures to enhance exchange information.

III. Functions / Key Results Expected

Summary of Key Functions:

1. Development and Implementation of DAG Communication Strategy
2. Engagement in public relation activities
3. Creation of strategic partnerships
4. Assistance to the work of the DAG Secretariat

1. Ensures development and implementation of DAG Communication Strategy focusing on achievement of the following results:

- Regularly updates DAG Communication Strategy based on development in the aid environment and architecture, including a supporting work plan and budget;
- Establishes close working relationships with member Agencies with a view to identify communication synergies;
- Assists the member Agencies with advocacy activities, including support to public events, launching ceremonies, celebrations, visits of HQ officials, organization of field visits, workshops and communication advocacy initiatives related to global initiatives;



- Explore and recommend ways in which the DAG can support popular, cultural, sporting or other events that draw attention to Ethiopia's needs and the role that the DAG is playing.
- Prepare Annual Report of the DAG (including editing, designing and publication and dissemination)

2. Ensures effective public relation activities achieving the following results:

- Gain familiarity with the communication and media environment in Ethiopia – how information is shared, what is trusted and the key players, including media proprietors, editors and journalists;
- Develop a database of key local and international media contacts;
- Shares and responds to requests for information and assistance;
- Scans the international and local media for information about or relevant to Ethiopia; ensure that this is shared with the DAG members and relevant partners;
- Develop position papers and press releases on priority areas identified by the DAG;
- Prepares written materials including speeches, talking points, articles, press releases on and responses to coverage about the DAG in the media, etc;
- Prepares, organizes and reports on important DAG events, including the bi-annual DAG retreat, as well as high profile meetings with Government and other development partners;
- Assist the maintenance of DAG website – ensuring that it is lively, up to date and media friendly;
- Supports the DAG to engage with the media – through formal and informal contacts, by identifying potential stories, arranging interview, encouraging the participation of media in workshops, etc
- Establish forum for TWGs to share information and areas of best practice and network with DAG Communication Officers

3. Ensures creation of strategic partnerships, focusing on achievement of the following results:

- Cultivates and maintains effective working relationship with Government, civil society organizations and other relevant partners and identifies opportunities for advocacy and communication partnerships, based on strategic goals of UNDP, country needs and donors' priorities;
- Establishes links with other similar donor coordination mechanisms existing in and out of the country;
- Gains familiarity with efforts to promote and publicize the PRSP/MDGs in other countries and how donor coordination mechanisms are supporting this, and shares insights relevant to Ethiopia;

4. Assist the work of DAG Secretariat, focusing on achievement of the following results:

- Identifies opportunities for DAG staff to improve their communications skills;
- Advises on the communication aspects of the office documents such as Retreat Reports, minutes, project reports, annual reports, joint partners review reports, etc;
- Advise the Secretariat on steps required and opportunities arising to raise awareness of the PASDEP/MDGs among stakeholders;

IV. Impact of Results

The key results have an impact on the effectiveness of DAG activities in Ethiopia within the framework of Plan for Accelerated and Sustained Development to End Poverty in Ethiopia. In



particular, the key results will have an impact on enhancing public awareness with regards to DAG and member activities in Ethiopia.

V. Competencies

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of the DAG
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism

Functional Competencies:

Knowledge Management and Learning

- Promotes a knowledge sharing and learning culture in the DAG Secretariat
- Ability to advocate and provide advice
- Understanding of development paradigms relevant to Africa and the sub-region, including the activities of the bilateral and multilateral donors;

Development and Operational Effectiveness

- Strong IT skills
- Ability to lead implementation of new systems (business side), and affect staff behavioral/attitudinal change

Management and Leadership

- Focuses on impact and result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates strong oral and written communication skills
- Builds strong relationships with clients and external actors
- Demonstrates openness to change and ability to manage complexities

VI. Recruitment Qualifications

Education:	<ul style="list-style-type: none"> <input type="checkbox"/> Advanced university degree in Communication, Journalism, Public Relations <input type="checkbox"/> Knowledge of communication techniques
Experience:	<ul style="list-style-type: none"> <input type="checkbox"/> At least five years of progressively responsible experience in communications and/or public relations and/or journalism; <input type="checkbox"/> Experience of or familiarity with the bilateral and multilateral agencies; <input type="checkbox"/> Work experience in public institutions, CSOs and/or Private companies at senior level positions; preferably some experience of working with public information campaigns;
Language Requirements:	Fluency in English language. Knowledge of the local language of the duty station.

VII. Signatures - Job Description Certification

Incumbent (if applicable)



Name	Signature	Date
Supervisor		
Name	Signature	Date
Chief Division/Section		
Name	Signature	Date





UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

I. Position Information

Job Code Title: DAG Coordination, Administrative and Finance Associate
Pre-classified Grade: Service Contract
Bureau: UNDP/RBA/Ethiopia
Supervisor: Policy and Aid Effectiveness Specialist

II. Organizational Context

Under the overall guidance and direct supervision of the Policy and Aid Effectiveness Specialist, the Coordination and Administrative Associate shall provide programme coordination and administrative support to the DAG Secretariat and Technical Working Groups. He/she will work closely with the Chairpersons of the various Technical Working Group to ensure effective coordination of work of the TWGs, provide technical backstopping services to the TWG including scheduling of meetings and circulation minutes and other materials among and across TWG and DAG members as may be required from time to time. The Coordination and Administrative Associate working closely with operations and program staff will also provide administrative and logistical support to the DAG Secretariat and DAG. S/he will also work in close collaboration with the operations, programme staff in the CO and UNDP HQ, government and donors as required to facilitate information exchange and ensure consistent service delivery.

III. Functions / Key Results Expected

Summary of Key Functions:

1. Support to knowledge building and knowledge sharing by provide effective research assistance on aid issues including data collection and analysis, focusing on achievement of the following results:
2. Coordination of DAG programs, meeting including workshops and launches of DAG (EX-COM, DAG HOD) and facilitate meeting of the DAG Technical Working Group including the preparation of preparation of agendas and talking points and their circulation and proper filling;
3. Provision of effective communications support within DAG and DAG Secretariat and DAG TWGs and the DAG Secretariat;
4. Provide administrative and financial support to the DAG Secretariat and Pooled Fund and facilitate the strengthening of linkages between DAG and DAG TWG as well as across the various TWG

1. Support to knowledge building and knowledge sharing by provide effective research assistance on aid issues including data collection and analysis, focusing on achievement of the following results:

- Collection, analysis and presentation of information on aid coordination and effectiveness to support research, policy dialogue and engagement, and knowledge sharing;
- Compile and analyze information for the production of the DAG annual report and other knowledge products including commissioned studies;



- Assists in the collection and inputting of data on development assistance towards the preparation of the annual Development Cooperation Report (DCR);
- Assists in research related to the identification of best practices and lessons learned directly to programme country goals.
- Assists in inputting maintaining data on aid and relevant economic and social indicators to help keep track of the MDGs and development impacts aid through the DAG.
- Supports and shares knowledge with interns, JPO and UNVs as necessary
- Presentation of data analysis reports and summaries, and updating the PAU database.
- Contributions to knowledge networks and communities of practice.

2. Coordination of DAG programs, meeting including workshops and launches of DAG (EX-COM, DAG HOD) and facilitate meeting of the DAG Technical Working Group including the preparation of preparation of agendas and talking points and their circulation and proper filling;

- Provide support to the DAG Co-Chairs and Ex-Com (drafting correspondence, communicating information and decisions to other parts of the DAG structure);
- Coordinate and facilitate Ex-Com and DAG HOA meetings and workshops (including preparation of agenda and speaking points);
- Coordinate and monitor the work of the TWGs (work plans and reports);
- Facilitate the recruitment of TAs for the DAG and TWGs when requested and approved;
- Prepare Annual Report of the DAG
- Facilitate the strengthening of DAG/TWG links;
- Facilitate the operationalization of DAG agenda.
- Review of contributions agreement, managing contributions in Atlas.

3. Ensures provision of effective communications support to DAG TWGS focusing on achievement of the following results:

- Maintenance of the filing system ensuring safekeeping of confidential materials. Use of automated filing system.
- Coordination of the information flow in the DAG Secretariat and follow up on circulation files.
- Facilitation of information sharing between all Units, DAG and the UN Coordination Unit.
- Follow up on deadlines, commitments made, actions taken and coordination of collection and submission of the reports to Policy and Aid Effectiveness Specialist.
- Presentation of proposals to eliminate communication bottlenecks in the unit and streamline office procedures between the DAG Secretariat and other Units (with UNDP and other UN Agencies).

4. Provide administrative and financial support to the DAG Secretariat Provide administrative support to the TWGs/SWGs; and facilitating the strengthening of linkages between DAG and DAG TWG as well as across the various TWG

- Assist in the preparation of annual work plan and periodic reports by the TWG;
- Facilitate the recruitment of TAs for the DAG and TWGs when requested and approved;
- Secretariat and the TWG as requested from time to time.
- Creation of projects in Atlas, preparation of budget revisions, revision of project award and project status, determination of unutilized funds, operational and financial closure of a project.
- Preparation of non-PO vouchers for development projects
- Active participation in substantial meetings organized by the supervisor and preparation of reports internal expenditures control system including timely corrective actions on un-posted vouchers, including the vouchers with budget check errors, match exceptions, unapproved vouchers.
- Follows up on administrative/financial matters of the unit with other units of the office, other UN Agencies and project personnel.



- Keeps up-dated knowledge as to changes in UNDP programme and project budgeting and accounting
- Presentation of information for audit of NEX projects, supports implementation of audit
- In collaboration with the Programme Assistants attached to the sectoral sub-units compile regular reports (pie charts, graphs, etc.) on programme delivery and resource allocation to facilitate the M&E coordination

IV. Impact of Results

The key results have an impact on the overall success of the UNDP country programme and related initiatives in reaching the MDGs as well as a deeper understanding and application of human development concepts. In particular, accurate data entry, data analysis, presentation of information and a client-oriented approach enhances UNDP's capability in the provision of policy advice in the design, programming and implementation of activities related to strategic partnerships and resource mobilization to end poverty and meet the MDGs;

V. Competencies

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism

Functional Competencies:

Knowledge Management and Learning

- Shares knowledge and experience and contributes to UNDP Practice Areas and actively works towards continuing personal learning and development
- Ability to provide top quality policy advice services on economic issues
- In-depth practical knowledge of inter-disciplinary development issues

Development and Operational Effectiveness

- Good knowledge of economics and current development issues particularly those pertinent to UNDP's Practice Areas.
- Ability to analyze data, apply conceptual models, policy frameworks
- Ability to lead formulation and evaluation of development programmes and projects
- Ability to apply economic theory to the specific country context, carry out high-quality economic research

Management and Leadership

- Focuses on impact and result for the client and responds positively to critical feedback
- Encourages risk-taking in the pursuit of creativity and innovation
- Leads teams effectively and shows conflict resolution skills
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates strong oral and written communication skills
- Builds strong relationships with clients and external actors

VI. Recruitment Qualifications



Education:	Advanced University Degree in public administration, business management, international relations, or related fields desirable.
Experience:	6 years of progressively responsible administrative or programme relevant experience. Experience in the usage of computers and office software packages, experience in handling of web-based management systems and advanced programmes for statistical analysis of data.
Language Requirements:	Fluency in English and national language of the duty station.

VII. Signatures - Job Description Certification

Incumbent *(if applicable)*

Name	Signature	Date
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Supervisor

Name	Signature	Date
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Chief Division/Section

Name	Signature	Date
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