

United Nations Development Programme
Country: Global
Project Document

Project Title: **International Aid Transparency Initiative (IATI) Secretariat**

Project Outcomes:

Outcome 1: Development cooperation spending information is easy to access, use and understand

Outcome 2: IATI membership increases and becomes more diverse

Outcome 3: IATI's objectives are shared without conflicts of interest nor duplication of effort with other development cooperation transparency initiatives

Implementing Partner: **UNDP – Bureau for Development Policy**

Responsible Partner: **UNDP – Bureau for Development Policy**

Brief Description

The International Aid Transparency Initiative (IATI) was launched at Accra in September 2008 to increase transparency of development cooperation and to maximize its effectiveness in reducing poverty. A consortium led by United Nations Development Programme (UNDP) along with the United Nations Office for Project Services (UNOPS), the Governments of Ghana and Sweden, and a UK-based NGO Development Initiatives was selected to host the IATI Secretariat for a period of three years.

The objective of this project is to support the implementation of the International Aid Transparency Initiative, focused on: i) making development cooperation spending information easy to access, use and understand; ii) increasing and diversifying IATI membership; iii) sharing IATI's objectives without conflicts of interest nor duplication of effort with other development cooperation transparency initiatives. UNDP's own roles and responsibilities within IATI Secretariat include i) fostering the use of the IATI standard and its update, and supporting the negotiation of the Common Standard; ii) communications and outreach to (new) members; iii) support to IATI Steering Committee and overall coordination of IATI Secretariat.

Project Period: **2013-2016**

Key results area (Strategic Plan) Fostering Democratic Governance (SP 2008-2013). Inclusive and effective democratic governance systems that can deliver sustainable solutions to poverty, inequality and exclusion. (Draft SP 2014-2017) Output 7.4 Countries enabled to gain equitable access to, and manage, ODA and other sources of global development financing

Atlas Award ID:

Start Date: **September 1st 2013**

End Date: **August 31st 2016**

PAC Meeting Date: **August 29th 2013**

Management Arrangements: UNDP Direct Implementation

Total resources required*: **US\$2,455,178**
UNDP Funded: **US\$ 205,032**
(UNDP: 100% P3 for 12 months from project start date)
Unfunded budget: **US\$2,250,146**

In-kind contributions from **BDP** (15% P5 Management oversight), and from **BERA's IATI Implementation Team** (1-2 consultants up to end of 2013)

* Total estimated resources are for the 3 years of the project. Financing model for IATI agreed by its Steering Committee is for resources to be funded at 70% by membership fees and 30% by voluntary contributions. IATI core funds will meet the amount currently shown as unfunded, and will be collected from donors by UNOPS and channeled to UNDP for the activities it will implement.

Magdy Martínez-Solimán

Deputy Assistant Administrator and Deputy Director, Bureau for Development Policy

30th August 2013

I. Situation Analysis

The [International Aid Transparency Initiative](#) (IATI) was launched at Accra in September 2008 with the aim of increasing the transparency of development cooperation in order to maximize its effectiveness in reducing poverty. IATI members commit to implement a common, open standard for electronic publication of timely, comprehensive and forward looking information on resources provided through development cooperation. From the outset, the multi-stakeholder nature of the initiative has been reflected in the membership of the IATI Steering Committee and in the composition of the IATI Secretariat, which has been hosted and led by DFID with technical support provided by Development Initiatives (DI) and with partner country outreach led by the United Nations Development Programme (UNDP).

IATI has made good progress under the current leadership and administration¹. Notable among its many achievements are the expansion of its membership to include 36 donor signatories who together represent 76% of official development flows, endorsement by 22 partner countries, agreement of the [IATI Standard](#), and establishment of the [IATI Registry](#). GEF, GAVI, the Global Fund to Fight AIDS, Tuberculosis and Malaria, various UN agencies, and other organizations figure among IATI 169 publishers². IATI has also successfully piloted automated data exchange between donors' IATI data feeds and the national aid management system in the Democratic Republic of Congo, Colombia, Nepal, and Rwanda.

IATI is playing a key role in delivering on the commitments made at the 4th High Level Forum on Aid Effectiveness in Busan in November 2011 for all endorsers to: *"Implement a common, open standard for electronic publication of timely, comprehensive and forward-looking information on resources provided through development co-operation ..."*

Representatives of IATI, OECD Development Cooperation Directorate-Development Assistance Committee (OECD-DAC), the Working Party on Statistics and the Building Block on Transparency worked together to reach agreement on the details of the Common Standard, and this agreement was endorsed by the final meeting of the Working Party on Aid Effectiveness in July 2012. In support of this agreement, IATI is currently working to assist Busan signatories to complete implementation schedules for the Common Standard. IATI is also promoting efforts to increase the quality, frequency, accessibility and detail of aid information publication, improve partner countries' capacity to use and manage aid information, and widen its membership.

With DFID standing back from its leadership role in IATI from August 2013, the Steering Committee issued terms of reference for future hosting arrangements and invited proposals from individual organisations and groups wishing to take on the hosting role up to August 2016. UNDP led the preparation of a [proposal to host the IATI Secretariat](#) and [workplan](#), along with UNOPS, Sweden, Ghana and Development Initiatives (DI). The proposal builds on the composition of the IATI Secretariat to date and individual organizations' expertise to ensure i) continuity of technical leadership (DI) and partner country outreach (UNDP); ii) equal participation of all IATI's stakeholders; and iii) coordination with other development cooperation effectiveness processes. The OECD submitted the only other proposal to host IATI and while some DAC members supported that proposal, the consortium proposal was selected by an evaluation committee reflecting IATI multi-stakeholder membership and the recommendation was endorsed by the Steering Committee in March 2013.

¹ See IATI 2013 annual report at <http://www.aidtransparency.net/annual-report-2013>

² As of July 2013

II. Strategy

IATI is the primary means by which to increase the effective and accountable use of Official Development Assistance alongside other types of development cooperation. IATI has made substantial progress since its launch in 2008, providing a strong foundation for its future activities³. This project seeks to build upon this progress by consolidating and professionalizing the coordination and management of the IATI Secretariat, improving the technical support provided by IATI to its members, and setting out an ambitious vision for the future of IATI⁴.

The objective of this project is to support the implementation of IATI, and in particular to: i) make development cooperation spending information easy to access, use and understand; ii) increase and diversify IATI membership; and iii) share IATI's objectives without conflicts of interest nor duplication of effort with other development cooperation transparency initiatives.

As a member of IATI Secretariat, UNDP's own roles and responsibilities include i) supporting IATI use and update as well as the negotiation of the Common Standard; ii) communications and outreach to (new) members; iii) support to IATI Steering Committee and overall coordination of IATI Secretariat. **This project is an integral part of the larger [workplan](#) contained in the [proposal to host IATI](#), submitted by the consortium and approved by IATI Steering Committee in March 2013.**

Specifically, IATI Secretariat and UNDP's contribution are:

Area of work 1 - Development Cooperation spending information is easy to access, use and understand. Good governance, accountability and transparency are emerging as strong and all-encompassing post-2015 priorities. Countries are calling for a 'data revolution' to enhance people's trust in public institutions and public services. Since 2012, IATI has been looking at practical ways to embed IATI data in country and inform future partner country demands both in terms of information and technology in order to use IATI for effective decision making and planning. Efforts to improve IATI accessibility, use and understanding will be achieved through the increase in the quality, frequency, accessibility and detail of publication of IATI data. These efforts will also focus on improving the capacity to collect, analyze and manage this information and to translate development cooperation into better development results on the ground. These efforts will be complemented by the negotiations on the Common Standard for electronic publication of development cooperation - that converges with other existing standards and meets the needs of developing countries for complete, timely, frequent, forward looking and disaggregated information on development cooperation flows.

UNDP specific contribution to this area of work includes fostering the use of the IATI standard and its update, and supporting the negotiation of the Common Standard with the aim to achieve the following objectives:

- Support the increasing use of IATI data by all users - especially those in partner countries - including through efforts to link IATI data to government budget data, and data visualization tools;
- Encourage and support where possible the roll out of automated data exchange between IATI publishers and national aid management platforms;
- Explore the application of IATI standard to other development cooperation flows (e.g. South-South Cooperation and Climate Finance) and potential updates to the standard;
- Proactively pursue the spirit and letter of Para 23(c) of the Busan commitments to deliver on a Common Standard (e.g. meet partner countries needs for development cooperation flows,

³ See BDP/KICG 2012 Effective Development Cooperation Results Report and IATI 2013 Progress Report

⁴ See Annex 7 for a Project risk analysis and management.

and ensure that all overlapping fields between the Creditor Reporting System (CRS), Forward Spending Survey (FSS) and IATI are correctly defined and aligned, and whenever possible explore ways to integrate those into the Common Standard);

- Continue working with DAC Working Party on Development Finance Statistics (WP-STAT) and the DAC Secretariat through the GP *ad hoc* group on Transparency, Teamworks and other forums to build collaboration around the development of the Common Standard and Busan Transparency Indicator (e.g. joint review of the Common Standard implementation schedules; strengthening of links between the classifications and definitions used in IATI and CRS).

Area of work 2 - IATI membership increases and becomes more diverse. Currently IATI signatories are responsible for 76% of official development assistance. These donors should deliver on their Busan commitment of full implementation by setting ambitious implementation schedules and publishing information to IATI. New IATI affiliations will target the remaining DAC countries, non-DAC countries, global funds, CSOs and the private sector as members. The Global Partnership and the DCF will continue to provide space for multi-stakeholder discussions on transparency of development cooperation through their symposia, meetings and work on mutual accountability. They will also serve as another forum in which Member States, partner countries and civil society actors can provide feedback on the implementation of IATI and make suggestions on how to further develop the IATI standard based on needs of developing countries and other stakeholders. Through its joint role in the Secretariat of the Global Partnership, UNDP has the capacity to link with other relevant multi-stakeholder forums to increase outreach to potential new members, engage them in IATI discussions and streamline transparency initiatives.

UNDP specific contribution to this area of work includes communications and outreach to (new) members with the aim to achieve the following objectives:

- Foster peer learning among partner countries on publishing aid information, developing aid information management systems, and implementing institutional strengthening initiatives;
- Reach out to non-traditional providers of development cooperation (with a focus on providers of South-South Cooperation and Climate Finance), testing the feasibility of their publishing data to IATI on a voluntary basis;
- Encourage multi-stakeholder discussions on transparency of development cooperation and feedback on the implementation of IATI mainly through the Global Partnership and the Development Cooperation Forum;
- Host, maintain and improve IATI websites and communications initiatives including IATI branding to signatories, partner countries and prospective new members;
- Provide information on IATI and the Common Standard to potential new members, partner countries, and civil society organizations.

Area of work 3 - IATI's objectives are shared without conflicts of interest nor duplication of effort with other development cooperation transparency initiatives. Aid transparency requires that a common, open standard for electronic publication of development assistance information is fully operational, reducing duplication of effort between IATI and other initiatives around aid transparency and increasing the impact of aid information. It also requires that development assistance information is linked to partner country budgets, improving the budget planning process of aid recipients as well as the comparability and traceability of aid information throughout the delivery chain. For this to materialize, IATI Steering Committee needs to be continuously engaged, supported by a full-time, professionally managed Secretariat.

UNDP specific contribution to this area of work includes providing support IATI Steering Committee and overall coordination of IATI Secretariat, with the aim to achieve the following objectives:

- Ensure the Steering Committee meets twice a year, back-to-back with other relevant events in the international calendar, where possible; prepare papers and proposals for decision and share them with the Steering Committee; analyze IATI data and disseminate findings;

- Streamline project management of IATI workplan, including reviewing project priorities, coordinating with partners and liaison at all levels of IATI governance structure (currently the IATI Steering Committee, Standing Sub-Group for Budget and Finance, and Technical Advisory Group [TAG]).
- Encourage active participation by partner countries in IATI meetings;
- Maintain/Improve IATI communications to and collaboration with the various stakeholders groups working on Transparency (e.g. Open Government Initiative, Open Aid Initiative, UN agencies, and internally with BERA's IATI Implementation Team, Post 2015 Team, Regional and Country Teams).

Sustainability

In regard to the longer term sustainability of IATI, during the course of the three years set out in the terms of reference for hosting, the relationships between IATI, the common open standard and the Global Partnership for Effective Development Cooperation will likely become clearer, and with this the question of longer term sustainability. The Steering Committee will be engaged on this question.

UNDP added value

With its presence in 177 countries, UNDP brings unparalleled outreach opportunity with all stakeholders and across the UN system. Ensuring effective development cooperation is fundamental to UNDP's vision and forms the basis for its work globally. As a signatory of [IATI](#) and member of its Secretariat, UNDP disclosed its first dataset on development projects and expenditures in compliance with IATI principles in 2011. Since then UNDP has been actively involved in maximizing transparency and accountability by [publishing an expanded dataset](#) with information on over 6,000 development projects worldwide, reviewing policies, undertaking [pilot initiatives in developing countries](#) to test the benefits of IATI, and promoting IATI across the UN system, based on its own accumulated knowledge in implementing IATI. Publish What You Fund's (PWYF) [Aid Transparency Index](#) recognized these accomplishments toward enhancing transparency, by ranking UNDP in the top 10 among 58 and 72 donors/organizations respectively in both 2011 and 2012. UNDP also provides Secretariat support to ensure the effective functioning of the Global Partnership, and through this relationship, has the opportunity to coordinate efforts between IATI and other initiatives around aid transparency. Playing a key role in the consultations leading to the establishment of the post-2015 agenda, UNDP also sees the opportunity to raise the profile of IATI within that forum.

III. Results and Resources Framework

Applicable Key Results Area (from Strategic Plan)								
2008-2013 Strategic Plan - Strategic Plan goal 2: Fostering democratic governance								
2014-2017 Strategic Plan - Area of Work 2: Inclusive and effective democratic governance systems that can deliver sustainable solutions to poverty, inequality and exclusion. (a) Policies and capacities to foster more accountable and open governance in state institutions and in society (b) Policies and capacities for more effective governance to bring greater development benefits to citizens and increase their confidence and trust in public institutions.								
Intended Global Programme Output (from BDP Global Programme) - (i) Support for the engagement and participation of programmes in intergovernmental processes and debates. (ii) Thematic interventions that exploit new opportunities and technologies to strengthen inclusive participation and responsiveness of governing institutions through improved channels of civic engagement, and communication and information flows								
Partnership Strategy: The International Aid Transparency Initiative (IATI) is a global multi-stakeholder partnership. IATI Secretariat will be co-hosted by UNDP, UNOPS, Ghana, Sweden and Development Initiatives. IATI will liaise with the Global Partnership and the Development Cooperation Forum (through UNDP) and other transparency-related initiatives to promote and update the standard, and foster collaboration on the development of the Common Standard and the Busan Transparency Indicator. IATI will also liaise with UNDP BERA, Post 2015 Team, Regional Centers and Country Teams with the objective to i) identify pilot opportunities; ii) expand membership; iii) engage partner countries, including through 'champion countries', iv) support coordination on the ground; and v) promote IATI among governments in LDCs and MICs, bilateral donors, and IFIs.								
Project Title and ID (Atlas Award ID): International Aid Transparency Initiative (Secretariat)								
Intended Outputs (Give corresponding indicators and baselines)	Responsible parties	Other partners	Indicative activities	Resource allocation and indicative time frame (1 September 2013 - 31 August 2016)				
				Y1 (Sep - Dec '13)	Y2 (Jan-Dec '14)	Y3 (Jan - Dec '15)	Y4 (Jan - Aug '16)	Total
Outcome 1: Development cooperation spending information is easy to access, use and understand								
Output 1.1 The effective use of IATI data is fostered among IATI partner countries	UNDP	n/a	Activity 1.1.1 Develop documentation and support material to facilitate the uptake of data exchange	\$5,258	\$10,000	\$15,000	\$10,515	\$40,773
Target: Five countries agree to utilize automatic data exchange by 2015			Activity 1.1.2 Support to partner countries wishing to employ automatic data exchange and integrate aid information into budget planning cycles	\$15,773	\$10,000	\$10,000	\$10,000	\$45,773

<p>Baseline: Only one country utilizes automatic data exchange as of January 2013</p> <p>Indicator: Increase in number of countries agreeing to utilize IATI automatic data exchange</p>			<p>Activity 1.1.3 Outreach with new partner countries ready to pilot automated data exchange</p>	\$7,887	\$10,000	\$10,000	\$10,000	\$37,887
<p>Output 1.2 The potential application of the IATI standard to other sources of development cooperation flows is explored</p> <p>Target: SC and TAG clear on the options for integrating resource flows other than ODA</p> <p>Baseline: IATI standard captures ODA flow information only</p> <p>Indicator: Proposal to integrate other resource flows reporting to IATI submitted to SC and TAG</p>	UNDP	<p>Development Initiatives (technical support to activity 1.2.2)</p> <p>Ghana and Sweden (political support to activity 1.2.2)</p> <p>UNOPS (logistics support to activity 1.2.2)</p>	<p>Activity 1.2.1 Strategic assessment of the existing methodologies to track SSC / non-ODA resource flows</p> <p>Activity 1.2.2 Two regional workshops to factor SSC / non-ODA resource flows into IATI</p>	<p>***</p> <p>***</p> <p>***</p>	<p>\$10,000</p> <p>\$20,000</p> <p>***</p>	<p>\$10,000</p> <p>\$20,000</p> <p>***</p>	<p>***</p> <p>***</p> <p>***</p>	<p>\$20,000</p> <p>\$40,000</p>

<p>Output 1.3 Together with the OECD/DAC Working Party on Development Finance Statistics (WP-STAT) and the OECD/DAC Secretariat, convergence towards a consolidated common open standard is fostered, including the development and monitoring of indicator 4 in the Global Partnership monitoring framework.</p> <p>Targets: Progressive convergence towards a single common open standard, with all Busan endorsers completing common standard implementation schedules outlining their plans to fully implement this standard by the end of 2015, plus agreement on an easy-to-monitor transparency indicator within the Global Partnership framework that is based on implementation of the Common Standard</p> <p>Baseline: 38 common standard implementation schedules received as of Jan 2013, transparency indicator yet to be agreed</p>	Development Initiatives (technical support to activities 1.3.1 and 1.3.2)	<p>Activity 1.3.1 Organization of and participation in workshops to develop the open common standard and help ensure that negotiations on the common standard meet Busan principles</p>	\$7,886	\$8,000	\$8,000	***	\$23,886
		<p>Activity 1.3.2 Assessment of the existing gaps and opportunities for harmonization and updates to TAG to help ensure IATI standard compatibility and compliance with other standards.</p>	***	\$4,000	\$4,000	***	\$8,000
		<p>Activity 1.3.3 Ensure the common standard meets the needs of all Busan stakeholders – through consultation meetings (in coordination with UNDP Global Partnerships Team)</p>	\$7,886	***	***	***	\$7,886

Indicator: Number of countries completing common standard implementation schedules and implementing the Common Standard plus agreement on the transparency indicator and monitoring of it under the Global Partnership								
Total Activities Outcome 1			\$44,690	\$72,000	\$77,000	\$30,515		\$224,205
UNDP Staff costs (35% P4; 35% P3; 20% G6) in Outcome 1.			\$61,947	\$185,842	\$185,842	\$123,895		\$557,526
Total Staff and activities Outcome 1 2013 and 2014 (Workplan)			\$106,637	\$257,842				
Total Outcome 1								\$781,731

Outcome 2: IATI membership increases and becomes more diverse								
Output 2.1 IATI websites are hosted, maintained and updated to inform (new) members Target: 20% increase in the number of monthly visits to the IATI website by 2015 Baseline: 3,000-4,000 visits per month as of January 2013 Indicator: Number of visits per month	UNDP	N/a	Activity 2.1.1 Ongoing hosting, maintenance and update of IATI websites (web hosting fees and improvements)	\$4,206	\$9,284	\$9,284	\$8,412	\$31,186

<p>Output 2.2 Outreach strategy and comms materials are developed and disseminated to potential new donor members (official and non-official) and to civil society organizations</p> <p>Target: At least 40 donors that have not yet signed IATI, including remaining DAC donors, non-DAC donors, global funds, CSOs and the private sector indicate their intention to join IATI by 2015.</p> <p>Baseline: 36 IATI signatories (as of July 2013) and 132 organisations have published to the IATI registry</p> <p>Indicator: Number of new signatories and publishers</p>	DI (communication support to activities 2.2.3 and 2.2.4)	Activity 2.2.1 Outreach strategy	\$12,618	\$4,618	\$4,618	\$6,309	\$28,163
	Ghana and Sweden (political support to activities 2.2.1 and 2.2.2)	Activity 2.2.2 Communication plan targeting prospective members	***	\$4,000	\$4,000	\$4,000	\$12,000
		Activity 2.2.3 Production and dissemination of newsletter and social media	***	***	***	***	\$0
		Activity 2.2.4 Production and dissemination of induction pack with policy and technical papers and other substantive information	***	\$4,000	\$4,000	\$4,000	\$12,000

Output 2.3 Partner countries engage in IATI, including through country pilots, and peer learning initiatives Target: An increase of at least 40% in the number of partner country endorsers by 2015 Baseline: 22 partner country endorsers as of January 2013 Indicator: Number of partner country endorsers	UNDP	UNOPS (logistics for Partner Countries Meetings and regional consultations in activities 2.3.3, 2.3.4 and 2.C.5	Activity 2.3.1 Development of outreach strategy	\$7,887	\$12,000	\$12,000	\$7,887	\$39,773
			Activity 2.3.2 Facilitate country pilots - outreach to stakeholders and development partners in 2 regional consultation meetings	***	\$10,000	\$10,000	***	\$20,000
			Activity 2.3.3 Organize partner country participation in 2 PC/SC meetings per year	***	\$6,000	\$6,000	\$6,000	\$18,000
			Activity 2.3.4 Six regional consultation meeting (years 2, 3 and 4)	***	\$12,000	\$12,000	\$12,000	\$36,000
			Activity 2.3.5 One regional training and KM workshops on IATI adoption	\$7,886	***	***	***	\$7,886
Output 2.4 In collaboration with the OECD-DAC Secretariat, information on the Common Open Standard is developed and disseminated	UNDP	Development Initiatives (technical support)	Activity 2.4.1 Preparation of policy and technical documents, communication and dissemination to relevant stakeholders	\$7,887	\$20,000	\$20,000	\$7,887	\$55,773

<p>Target: IATI signatories and new members understand the “what”, the “why” and the “how to” implement the Busan Common Open Standard</p> <p>Baseline: Entities reporting on IATI (and/or other standards) and are not aware of the Busan Common Open Standard or do not understand what they will need to adjust when it becomes operational</p> <p>Indicator: Requests for (common standard) implementation support</p>		Ghana and Sweden (political support)						
Total activities Outcome 2				\$40,483	\$81,902	\$81,902	\$56,494	\$260,781
UNDP Staff costs (25% P4; 33% P3; 20% G6) in Outcome 2.				\$52,111	\$156,333	\$156,333	\$104,222	\$468,999
Staff and activities Outcome 2 Years 2013 and 2014 (Workplan)				\$92,594	\$238,235			
Total Outcome 2								\$729,780

Outcome 3: IATI’s objectives are shared without conflicts of interest nor duplication of effort with other development cooperation transparency initiatives								
Output 3.1 Support to SC, prepare and manage meetings, draft papers and proposals for decisions, analysis and dissemination of IATI data, communication and engagement with other Transparency Initiatives	UNDP	UNOPS (logistics, financial, admin support. Activities 3.1.1, 3.1.5)	Activity 3.1.1 Production of annual report	\$3,000	\$12,000	\$12,000	\$4,061	\$31,061

Target: 2 SC meetings per year	DI (technical support. Activities 3.1.1 and 3.1.4)	Activity 3.1.2 Overall coordination and M&E of the consortium, liaison and substantive support to the SC and TAG	\$6,500	\$30,000	\$30,000	\$10,000	\$76,500
Baseline: Dependent on approval of SOP	Ghana and Sweden (coordination and support to partner country outreach. Activities 3.A.4)	Activity 3.1.3 IATI evaluation plan	***	\$10,000	\$10,000	\$10,000	\$30,000
Indicator: IATI proposals are submitted and decisions taken in a timely fashion		Activity 3.1.4 Substantive support to SC and TAG meetings	\$6,500	\$20,000	\$20,000	\$10,000	\$56,500
		Activity 3.1.5 Yearly workplan and budget	\$5,031	\$8,000	\$8,000	\$8,000	\$29,031
Total Activities Outcome 3			\$21,031	\$80,000	\$80,000	\$42,061	\$223,092
UNDP Staff costs (40% P4; 32% P3; 10% G6) in Outcome 3.			\$59,857	\$179,570	\$179,570	\$119,713	\$538,710
Staff and Activities Outcome 3: Yrs 2013 and 2014 (Workplan)			\$80,888	\$259,570			
Total Outcome 3							\$761,802

Total Programme Activities		\$106,204	\$233,902	\$238,902	\$129,070	\$708,078
Total Programme Staff*		\$173,915	\$521,745	\$521,745	\$347,830	\$1,565,235
Total Programme Budget - Staff and Activities (A)		\$280,119	\$755,647	\$760,647	\$476,900	\$2,273,313
Estimated fees GMS 8% (B)**	0.08	\$17,767	\$48,692	\$60,852	\$38,152	\$165,463
Total Programme Budget (A + B)		\$297,886	\$804,339	\$821,499	\$515,052	\$2,438,776

* This figure includes rent at an estimated total of \$16,000 per year for two staff members

** GMS amount for 2013 and 2014 takes into consideration that some funding is from sources that are not subject to GMS - for details see 2013/2014 workplan

*** Where no figure is recorded for activities, ongoing staff costs are implied

IV. Annual Workplan 1 September 2013 – 31 December 2014

Expected Outputs	M&E	Planned Activities	TIMEFRAME (1 September 2013 – 31 st December 2013)					Responsible Party	Other Partners	PLANNED BUDGET (Operational)			
			Q4' 13	Q1' 14	Q2' 14	Q3' 14	Q4' 14			Source of funds	Budget Description	Amount 2013	Amount 2014
Subtotal Outcome 1			X	X	X	X	X	UNDP		Fund code 30000/04300	Staff and Activity	106,637	257,842
Subtotal Outcome 2			X	X	X	X	X	UNDP		Fund code 30000/04300	Staff and Activity	92,594	238,235
Subtotal Outcome 3			X	X	X	X	X	UNDP		Fund code 30000/04300	Staff and Activity	80,888	259,570
Total Year 1 Outcomes 1, 2, 3			X	X	X	X	X	UNDP		Fund code 30000/04300	Staff and Activity	280,119	755,647

Outcome 1: Development cooperation spending information is easy to access, use and understand

<p>Output 1.1 The effective use of IATI data is fostered among IATI partner countries</p>	<p>Target: Five countries agree to utilize automatic data exchange by 2015</p> <p>Baseline: Only one country utilizes automatic data exchange as of January 2013</p> <p>Indicator: Number of countries utilizing IATI automatic data exchange</p>	<p>Activity 1.1.1 Develop documentation and support material to facilitate the uptake of data exchange (1.D.2)</p>	X	X	X	X	X	UNDP	DevIn it. for technical guidance	Fund Code 30000	UNDP Staff costs	3,418	21,467		
		<p>1.D.2</p>	X	X	X	X	X		Donor implementation and technical visits	Fund Code 04300	UNDP Staff costs Travel costs	1,840 3,886	6,533 4,000		
		X	X												
		<p>Activity 1.1.2 Support to partner countries wishing to employ automatic data exchange and integrate aid information into budget planning cycles (1.D.3)</p>	X	X	X	X	X		DevIn it.	Fund Code 30000	UNDP Staff costs	8,321	19,167		
		<p>1.D.3</p>	X	X	X	X	X	UNDP	n/a	Fund Code 04300 Fund Code 30000	UNDP Staff costs Costs to explore initiatives to bring aid info into budget planning cycle	4,481 10,032	5,833 15,000		
		<p>1.D.3</p>	X	X	X	X	X	UNDP	DevIn it. support for technical visits	Fund Code 30000	Travel costs for on-site visits to support partner countries	5,000	8,000		
		X	X	X											

		Activity 1.1.3 Outreach with new partner countries ready to pilot automated data exchange (1.D.1)	X		X	X	X	UNDP		Fund Code 30000	UNDP Staff costs	5,127	23,000
			X		X	X	X			Fund Code 04300	UNDP Staff costs	2,760	7,000
Output 1.2 The potential application of the IATI standard to other sources of development cooperation flows is explored (1.D.3)	Target: SC and TAG clear on the options for integrating resource flows other than ODA; Baseline: IATI standard captures ODA flow information only; Indicator: Proposal to integrate other resource flows reporting to IATI submitted to SC and TAG	Activity 1.2.1 Strategic assessment of the existing methodologies to track SSC / non-ODA resource flows (1.E.1)	X	X	X			UNDP	n/a	Fund Code 30000	Consultant costs to explore the different methodologies and options for IATI improvement	10,000	10,000
		Activity 1.2.2 Two regional workshops to factor SSC / non-ODA resource flows into IATI (years 2 & 3, only one budgeted) (1.E.2)				X	X		UNDP	DI technical support (dissemination, planning, travel costs) ; Ghana and Sweden political support (invitations, planning, bilateral/multilateral	Fund Code 30000	Workshop and planning costs	

									advocacy costs) ; UNOPS logistics support (venue, catering costs)				
Output 1.3 Together with the OECD/DAC Working Party on Development Finance Statistics (WP-STAT) and the OECD/DAC Secretariat, convergence towards a consolidated common open standard is fostered, including the development and monitoring of indicator 4 in the Global Partnership monitoring framework.	Targets: Progressive convergence towards a single common open standard, with all Busan endorsers completing common standard implementation schedules outlining their plans to fully implement this standard by the end of 2015, plus agreement on an easy-to-monitor transparency indicator within the Global Partnership framework that is based on implementation of the Common Standard	Activity 1.3.1 Organization of and participation in workshops to develop the open common standard and help ensure that negotiations on the common standard meet Busan principles (1.F.1)						UNDP	DevIn it. technical support (participation costs) ; Ghana and Sweden policy support (participation and bilateral/multilateral advocacy costs)	Fund Code 30000	Costs related to the planning of and participation in workshops to develop the common open standard	7,886	10,000

<p>Baseline: 38 common standard implementation schedules received as of Jan 2013, transparency indicator yet to be agreed</p> <p>Indicator: Number of countries completing common standard implementation schedules and implementing the Common Standard plus agreement on the transparency indicator and monitoring of it under the Global Partnership</p>	<p>1.F.1</p>	X	X	X	X	X			Fund code 30000	UNDP staff costs	9,750	36,800
		X	X	X	X				Fund Code 04300	UNDP staff costs	5,250	11,200
	<p>Activity 1.3.2 Assessment of the existing gaps and opportunities for harmonization and updates to TAG to help ensure IATI standard compatibility and compliance with other standards. (1.F.2)</p>	X	X	X	X	X	UNDP	DevIn it. technical support (Staff costs)	Fund Code 30000	UNDP Staff costs	13,650	42,046
		X	X	X	X	X			Fund Code 04300	UNDP staff costs	7,350	12,796
	<p>Activity 1.3.3 Ensure the common standard meets the needs of all Busan stakeholders – through consultation meetings (in coordination with UNDP Global Partnerships Team) (1.F.3)</p>	X		X			UNDP	Ghana and Sweden policy support (bilateral/multilateral advocacy costs)	Fund Code 30000	Travel costs	7,886	10,000
UNDP Staff costs Outcome 1									Fund Code 30000	Includes management oversight	40,266	142,480
									Fund			

		Code 04300		21,681	43,362
Other costs (travel, consultants, workshops) Outcome 1				44,690	72,000
Applicable UN Fees Outcome 1			8%	6,796.48	17,158.40
Subtotal Outcome 1				113,433	275,000

Outcome 2: IATI membership increases and becomes more diverse

Output 2.1 IATI websites are hosted, maintained and updated to inform (new) members	Target: 20% increase in the number of visits to the IATI website by 2015 Baseline: 3,000-4,000 visits per month as of January 2013 Indicator: Number of visits per month	Activity 2.1.1 Ongoing hosting, maintenance and update of IATI websites (3.A)	X	X	X	X	X	UNDP	n/a	Fund Code 30000	Web hosting fees and improvement	7,083	10,792
Output 2.2 Outreach strategy and comms materials are developed and disseminated to potential new donor members (official and non official) and to civil society organizations	Target: At least 40 donors that have not yet signed IATI, including remaining DAC donors, non-DAC donors, global funds, CSOs and the private sector indicate their intention to join IATI by 2015. Baseline: 36 IATI signatories (as of July 2013) and 132 organisations have published to the IATI	Activity 2.2.1 Outreach strategy (3.B.1)	X	X	X	X	X	UNDP	Sweden and Ghana political support (bilateral/multilateral advocacy costs)	Fund Code 30000	UNDP Staff costs	6,030	26,520
			X	X	X	X	X			Fund Code 04300	UNDP Staff costs	2,970	7,480

<p>registry;</p> <p>Indicator: Number of new signatories and publishers</p>	<p>Activity 2.2.2 Communication plan targeting prospective members (3.B.2)</p>	X	X	X	X	X	UNDP	Sweden and Ghana political support	Fund Code 30000	UNDP Staff costs	12,060	13,400
		X	X	X	X	X		(bilateral/multilateral advocacy costs e.g. Open Aid Partnership and other transparency-related fora)	Fund Code 04300	UNDP Staff costs	5,940	6,600
	<p>Activity 2.2.3 Production and dissemination of newsletter and social media (3.B.3)</p>	X	X	X	X	X	UNDP	DI support to communication (content development costs)	Fund Code 30000	Content development, editing and dissemination costs	6,500	6,000
	<p>Activity 2.2.4 Production and dissemination of induction pack with policy and technical papers and other substantive information (3.B.4)</p>	X	X				UNDP	DI communication support	Fund Code 30000	Content development, editing and dissemination	6,500	2,000

									(cont ent devel opme nt costs - for NGOs and found ations)		ation costs		
Output 2.3 Partner countries engage in IATI, including through country pilots, and peer learning initiatives	Target: An increase of at least 40% in the number of partner country endorsers by 2015	Activity 2.3.1 Development of outreach strategy (3.C.1)	X	X	X	X		UNDP	n/a	Fund Code 30000	UNDP Staff costs	4,020	16,080
			X	X	X	X				Fund Code 04300	UNDP Staff costs	1,980	7,920
	Baseline: 22 partner country endorsers as of January 2013 Indicator: Number of partner country endorsers	Activity 2.3.2 Facilitate country pilots (outreach to stakeholders (3.C.2)	X		X	X		UNDP	n/a	Fund Code 30000	UNDP Staff costs.	670	4,020
		3.C.2		X		X	X			Fund Code 04300	UNDP Staff costs	330	1,980
						X	X	X			Fund Code 30000	Travel and logistics costs for planning two regional consultation meetings with prospective new members	
	Activity 2.3.3 Organize 2 partner country participation in PC/SC meetings (3.C.3)	X			X		UNDP	UNOPS (logistics for Partn	Fund Code 30000	UNDP Staff costs	4,020	8,040	

	X			X			er Count ries Meet ings and regio nal consu ltatio n)	Fund Code 04300	UNDP Staff costs	1,980	3,960
Activity 2.3.4 Six regional consultation meeting (years 2 and 3) (3.C.4)	X		X	X	X	UNDP	UNOP S (logist ics for Partn er Count ries Meet ings and regio nal consu ltatio n	Fund Code 30000	Travel and logistics costs	2,400	13,224
Activity 2.3.5 One regional training and KM workshops on IATI adoption (3.C.5)	X	X	X			UNDP	UNOP S (logist ics for Partn er Count ries Meet ings and regio nal consu ltatio n	Fund Code 30000	Staff costs	670	12,060
	X	X	X					Fund Code 04300	UNDP Staff costs	330	5,940

		3.C.5		X	X						Fund Code 30000	Logistic costs of planning workshop		7,886
Output 2.4 In collaboration with the OECD-DAC Secretariat, information on the Busan common open standard is developed and disseminated	Target: IATI signatories and new members understand the "what", the "why" and the "how to" implement the Busan Common Open Standard Baseline: Entities reporting on IATI (and/or other standards) and are not aware of the Busan Common Open Standard or do not understand what they will need to adjust when it becomes operational Indicator: Requests for (common standard) implementation support	Activity 2.4.1 Preparation of policy and technical documents, communication and dissemination to relevant stakeholders (3.D.)	X	X	X	X	X	UNDP	DI technical support (preparation of technical documents costs)	Fund Code 30000	UNDP Staff costs	7,444	28,363	
		3.D	X	X	X	X				Fund Code 04300	UNDP Staff costs	3,667	13,970	
			X	X	X	X	X			Ghana and Sweden political support (travel costs for participation in meetings)		Travel, workshops, logistics	18,000	30,000
UNDP Staff costs Outcome 2											Fund Code 30000	Includes management oversight	34,914	108,483
											Fund Code 04300	. 25%P4, 33%P3, 20% G6	17,197	47,850
Other costs Outcome 2												Travel, logistics	40,483	81,902
Applicable UN												8%		

Fees Outcome 2													6,031.76	15,231
Subtotal Outcome 2													98,626	253,466

Outcome 3: IATI's objectives are shared without conflicts of interest nor duplication of effort with other development cooperation transparency initiatives

Output 3.1 Support to SC and TAG, prepare and manage meetings, draft papers and proposals for decisions, analysis and dissemination of IATI data, communication and engagement with Transparency Initiatives	Target: 2 SC effective meetings per year Baseline: Dependent on approval of SOP Indicator: IATI proposals are submitted and decisions taken in a timely fashion	Activity 3.1.1 Production of annual report (5.A.1)			X	X	X	UNDP	UNOP S financial, admin support	Fund Code 30000	Consultation, drafting, editing, layout and printing costs.	-	25,000
		5.A.1	X	X	X	X	X	UNDP	DevIn it., UNOP S	Fund Code 30000	UNDP Staff costs	12,240	30,600
			X	X	X	X	X			Fund Code 04300	UNDP Staff costs	5,760	14,400
		Activity 3.1.2 Overall coordination of the consortium and liaison with SC and TAG (5.A.3)	X	X	X	X	X	UNDP	N/A	Fund Code 30000	UNDP Staff costs.	12,240	34,000
			X	X	X	X	X			Fund Code 04300	UNDP Staff costs	5,760	16,000
		Activity 3.1.3 IATI Evaluation Plan (5.A.4)	X	X	X	X	X	UNDP	UNOP S financial, admin support	Fund Code 30000	Staff costs	6,800	13,600
			X	X	X	X	X			Fund Code	UNDP Staff	3,200	6,400

										04300	costs		
		Activity 3.1.4 Substantive support to SC and TAG meetings (5.A.5)	X	X	X	X	X	UNDP	DevIn it. Techn ical Supp ort; Ghan a and Swed en coordi nation and suppo rt to partn er count ry and donor outre ach	Fund Code 30000	UNDP Staff costs	9,423	45,582
		5.A.5	X	X	X	X	X	UNDP		Fund Code 04300	UNDP Staff costs	4,434	18,988
										Fund Code 30000	Travel of staff for SC and TAG meetings	21,031	55,000
UNDP Staff costs Outcome 3										Fund Code 30000	Includes management oversight t 40% P4, 32% P3, 10% G6	40,703	123,782
										Fund Code 04300			19,154
Other costs Outcome 3											Travel, consultants	21,031	80,000
Applicable UN Fees Outcome											8%	4,938.72	16,302.56

3														
Subtotal Outcome 3													85,827	275,873

UNDP Staff costs										Fund Code 30000		115,883	374,745
										Fund Code 04300		58,032	147,000
Other costs										Fund Code 30000		106,204	233,902
Applicable Fees											8%	17,766.96	48,691.76
Total												297,886	804,339

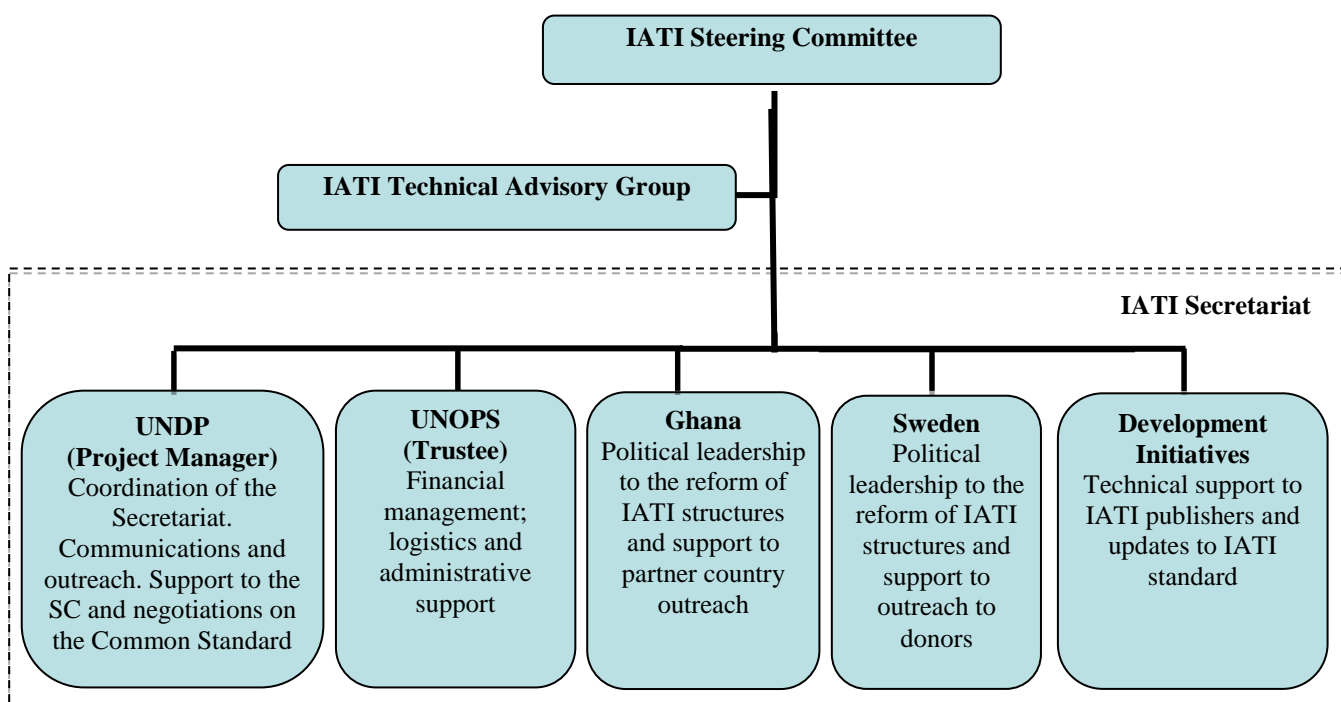
V. Management Arrangements

IATI is governed through clearly established processes which are defined in [IATI Standard Operating Procedures](#). At the top sits **IATI Steering Committee**. This multi-stakeholder group is made up of donors, foundations, partner countries, civil society organizations, and development cooperation information experts; and provides strategic guidance to the initiative, and meets two times a year. The **Standing Committee on Budget and Finance** has the delegated authority from the Steering Committee to make decisions about IATI's operations and finances between plenary sessions, ensuring that the initiative remains on track.

Reporting to the Steering Committee, the **Technical Advisory Group (TAG)** leads on research, technical work and implementation of IATI. The TAG works through a series of virtual meetings, comprising users and providers of development cooperation data, as well as technology experts in development cooperation effectiveness and the development of standards. The focus of the TAG has been to implement IATI, including i) provision of support to IATI publishers; ii) undertaking IATI pilots in partner countries; iv) engaging with the users of IATI data.

IATI is administered by the **IATI Secretariat**, comprised of UNDP, UNOPS, Ghana, Sweden and Development Initiatives. The Secretariat provides strategic guidance and oversight to the implementation of IATI workplan, and ensures coherence and collaboration with IATI Steering Committee's priorities. The IATI Secretariat operates through its host institutions, each of which has its own leading and support functions in delivering the IATI workplan. Staff remain located with their host organizations. The IATI Secretariat meets virtually as necessary and at least every two weeks to monitor project implementation. Decisions are made by consensus.

Table 1 – IATI governance structure



UNDP Project Management

This project will be implemented over a period of three years under UNDP Direct Implementation Modality (DIM) by UNDP/BDP.

The management structure described in **Table 2** is specifically designed to manage the project to its conclusion, and includes the roles and responsibilities that bring together the various

interests and skills involved in, and required by the project. **It also integrates with IATI Governance bodies, avoiding overlaps and ensuring UNDP authority over the project.**

A dedicated project board situated within UNDP will provide the mechanism for monitoring delivery and quality, as well as adherence to UN legal and financial requirements for those elements to be implemented by the UN agencies. The Project Board will be chaired by UNDP/BDP, with representation from officials of equal rank from each of the consortium organizations. The Project Board's decisions will be reached by consensus. In case a consensus cannot be reached, final decision shall rest with the Executive. The project board will review and approve the Annual Work Plans proposed by the Project Coordinator for submission to IATI Steering Committee for final approval. The Project Board will meet twice per year (back-to-back with IATI Steering Committee Meetings where possible) to review progress and discuss any upcoming issues. Where there is need for further guidance from the Project Board this will be requested virtually by the Project Coordinator.

The Project Board will be drawn from the following three groups:

- Executive: represents the project ownership to chair the group. The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive role will be held by the Deputy Director of UNDP Bureau for Development Policy.
- Senior Supplier: This group represents the interests of those designing and developing the project deliverables. This role will ensure guidance regarding the technical feasibility of the project. This role will be held by senior representatives from BOM, BDP and BERA.
- Senior Beneficiary: This group will ensure the project gains the perspective of project beneficiaries. This role will be held by representatives from UNDP Regional Bureaus.

Project Assurance will be carried out by KICG/UNDP Effective Development Cooperation Advisor/Team Leader. The Advisor will support the Project Board by carrying out objective and independent project oversight and monitoring functions.

A **Project Coordinator** within BDP who will provide management and operational support to the project, including: i) set budget tolerance levels for the program, in accordance with the approved workplan by the IATI Steering Committee and based on available resources; ii) lead the development of workplans, budget revisions, progress reports and final reports; iii) provide directions to ensure that the agreed deliverables are produced satisfactorily according to workplans; iv) analyze possible countermeasures/management actions to address specific risks; v) perform other key roles under the strategic guidance of UNDP Team Leader and in collaboration with the program/policy advisory of the Policy Specialist.

A **Policy Specialist** also within BDP will work closely with the Project Coordinator providing strategic communications and outreach efforts, in addition to policy and project advice, including i) policy and program advisory; ii) communication and outreach efforts to partner countries and new members; iii) policy support (analytic and advisory work) to IATI Steering Committee on development cooperation and transparency, including to the implementation of accountability frameworks in developing countries and the development of the Common Standard; iv) liaison with IATI implementation team in UNDP with respect to both policy and technical aspects of IATI standard; v) perform other key roles under the strategic guidance of UNDP Team Leader and in collaboration with the Project Coordinator.

An overview of their functional roles can be found in **Table 3**.

Project Support will provide administrative support to the Project Coordinator and Policy Specialist as required. The functions of the Administrative Associate include support to travel facilitation, reconciliation of expenses, support to financial and progress reports to the Trustee (UNOPS), among others. These functions will be reviewed as the project moves forward, to ensure there is close collaboration and avoidance of duplication with the functions performed by the Trustee (UNOPS).

Table 2 – UNDP Project Management

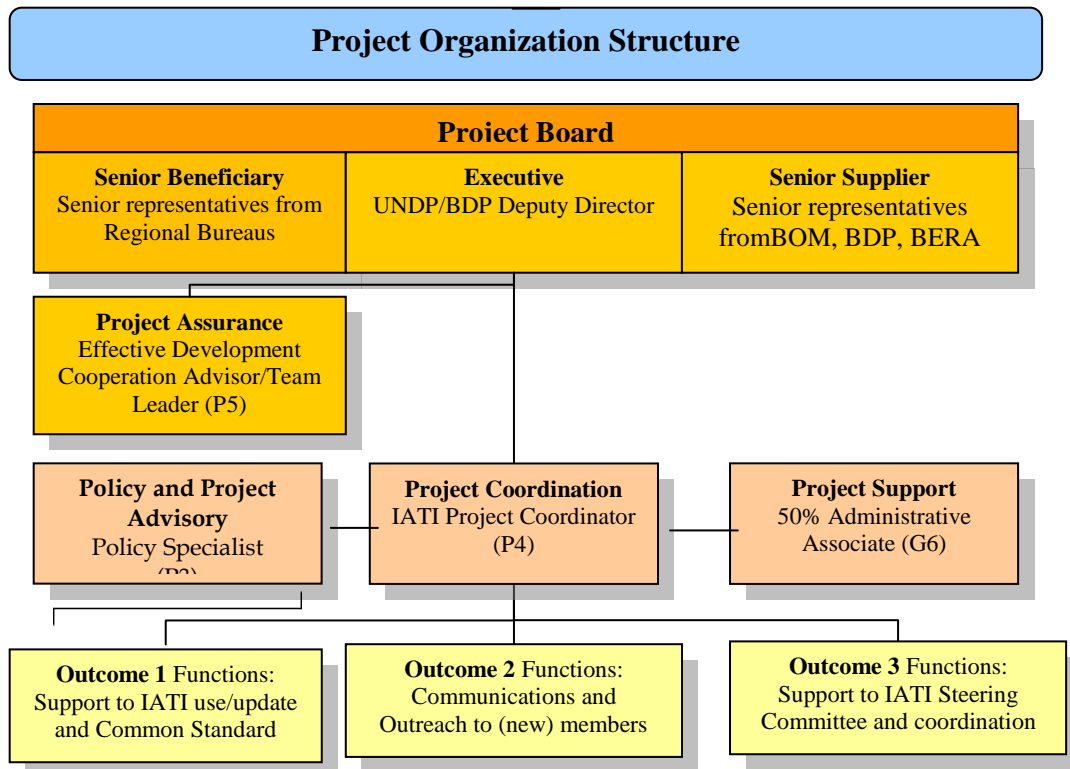


Table 3 – Key UNDP Project Staff

Position	Organization	Overview of Key Functional Roles
Effective Development Cooperation Advisor/Team Leader (P5)	UNDP	<ul style="list-style-type: none"> - Strategic guidance on project - Liaison with post-2015 team, Global Partnership and relevant Transparency/Development Cooperation stakeholders
IATI Project Coordinator (P4).	UNDP	<ul style="list-style-type: none"> - Project Management - Coordination of IATI Secretariat - Fundraising - Policy lead to IATI Steering Committee - Strategic Advice to Country Offices on the implementation of accountability frameworks in developing countries - Lead country pilots implementation
Policy Specialist (P3).	UNDP	<ul style="list-style-type: none"> - Project M&E - Liaison with UNDP’s own IATI implementation team - Communications and Knowledge Exchange - Outreach to new members and partner countries - Policy support on development cooperation and aid transparency
Administrative Associate (G6)	UNDP	<ul style="list-style-type: none"> - Support to travel facilitation - Reconciliation of expenses - Support to financial and progress reports

VI. Fund Management Arrangements

IATI Steering Committee agreed upon a hybrid sustainable funding mechanism in its last meeting in March 2013 with implementation to begin as quickly as possible. This is described in detail in the [IATI Standard Operating Procedures](#). Signatories will each pay an annual membership fee to cover 70% of the proposed annual budget for IATI hosting, with fees to be paid no later than the next Steering Committee meeting (tentatively set for 3-4 October 2013). The 30% balance will come from voluntary additional contributions. This will secure reliable financial support for IATI's core functions – maintaining the IATI registry, modifying and updating the standard, providing technical support to implementers, piloting and testing use of data, and supporting IATI governance (Steering Committee) – while providing for additional voluntary resources for other activities, in particular to encourage wider use of the standard.

Donors will be encouraged to pay their membership fees and voluntary contributions as soon as possible and will be discouraged from earmarking of funds for specific activities. The IATI Secretariat will play a key role in this respect and advise donors on the priorities for allocation of funds.

UNOPS will enter into a Standard Administrative Agreement with each donor providing financial support (membership fees and voluntary contributions). UNOPS will apply an administrative fee of one percent (1%) of the amount contributed by each donor signing an Administrative Agreement, to meet UNOPS costs of performing the Trustee's functions in relation to pass-through activities.

UNDP will be responsible for the overall coordination of the Secretariat and for the implementation of IATI activities as assigned to it in the annual workplan approved by the Steering Committee. For this, UNDP will charge GMS fee of seven percent (7%) until 31 December 2013 and then eight percent (8%)⁵ on disbursed funds relative to its own activities. GMS fee of eight percent (8%) was calculated and included in a separate line of the Results and Resources Framework. Variation in the total GMS amount charged up to December 2013 is expected to be marginal. Adjustments will be made accordingly once the project begins, either through a compensation for exchange rate fluctuation or through budget review. UNDP will also charge Direct Project Charge (DPC) of (5%) on disbursed funds relative to its own activities. DPC charge was estimated and included in the activities' budget.

UNDP and UNOPS will enter into a UN to UN Agency Agreement which will govern the pass-through fund management, in accordance with the agreed workplan. UNOPS will enter into direct arrangements with other partners for the disbursement of funds in accordance with UNOPS standard templates and based on [IATI Standard Operating Procedures](#).

The expenses of this project are in line with UNDP portfolio of activities contained in the proposal to host the IATI Secretariat, as approved by IATI Steering Committee at its March 16th 2013 meeting.

⁵ Starting 1 January 2014, as per UNDP Executive Board Decision in February 2013.

VII. Monitoring Framework and Evaluation

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

Within the annual cycle:

- Based on the initial risk analysis (**Annex 1**), a risk log shall be activated in Atlas and regularly updated by the Project Coordinator to facilitate tracking and resolution of potential problems or requests for change. Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Coordinator 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. Project monitoring against the new Strategic Plan (2014-2017) will be reviewed in January 2014, when final guidance will be provided to staff.

Annually:

Annual Review Report. An Annual Review Report shall be prepared by the Project Coordinator and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

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.

At the end of the first year, an independent review of the work of the Secretariat as a whole will be planned following IATI Steering Committee's guidance. This independent evaluation should take place in the second/third year.

VIII. Legal Context

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds 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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

IX. ANNEX

OFFLINE RISK LOG

Project Title: International Aid Transparency (IATI) Secretariat				Award ID:			Date: 8 August 2013		
#	Description	Date identified	Type	Impact & Probability	Countermeasures/ Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Partner countries do not fully understand value of IATI or utilize its data; IATI does not address their needs.	25 June 2013	Political/ Substantive	Reduced scope of activities. P=3, I=5	Link IATI to post-2015, DCF and GP to increase buy-in to IATI principles within these fora. Work with publishers to continually improve data quality. Clearly communicate benefits to partner countries and identify champions to promote IATI in each region.	Project Coordinator/ Policy Specialist/E DC Advisor	Project Coordinator	8 Aug 2013	
2	Weak operational coordination among key partners.	25 June 2013	Substantive	Uncoordinated efforts among key partners could potentially impede effective operationalization of project. P = 2, I = 3	Clearly identified and endorsed focal points among key partners, including governments, with identified responsibilities, roles, and lines of reporting.	Project Coordinator	Project Coordinator	8 Aug 2013	
3	Insufficient financial commitments by donors.	25 June 2013	Financial	Reduced scope of activities/funding for staff, and potential barrier to the effective operationalization of the project. P = 3, I = 5	Clearly identified and achievable objectives established, continually measured against deliverables. Continued mapping, identification of, and outreach to, potential new partners. Continued efforts to ensure that delivery of activities and outputs raise credibility of project.	Project Coordinator/ Policy Specialist	Project Coordinator	8 Aug 2013	

4	UNDP at country level does not engage or understand the value of IATI.	25 June 2013	Substantive	Reduced scope of activities. P = 2, I = 3	Communications and outreach strategy to include UNDP. Work with country offices to identify champion countries to promote IATI in the regions.	Project Coordinator/ Policy Specialist	Project Coordinator	8 Aug 2013	
5	IATI is not updated to fully meet needs of the common standard	25 June 2013	Substantive	Reduced scope of activities P = 2, I = 3	Continue to explore mechanisms to work closely with OECD-DAC through senior staff.	Project Coordinator/ Policy Specialist	Project Coordinator	8 Aug 2013	
6	SC and TAG chairs election is delayed.	25 June 2013	Political	Lack of clear coordination of IATI governance mechanisms could potentially impede effective operationalization of project. P = 3, I = 5	Pursue political discussions with SC members to finalise TORs and ensure timely election process	Project Coordinator/ Policy Specialist	Project Coordinator	8 Aug 2013	