

**United Nations Development Programme
Regional Project Document**

Project Title: The New ODA Cooperation Partnership with Romania (2013-2015)

Regional Programme Outcomes: RBEC Regional Programme 2011 – 2013 Outcome 7: By 2013, governments in the region, including countries building new partnerships after graduating from UNDP programmes, expand their capacities to more effectively manage development cooperation and mutual coordination of development activities, as well as have better access to relevant experience and expertise.

Expected Output(s): 1/ Romania's long term vision for Development Cooperation is strengthened
2/ Effective system of managing ODA which can be integrated into the Romanian government is set up
3/ ODA brand of Romania by better identifying and responding to technical cooperation needs of Romania's priority regions and countries is consolidated

Implementing Partner: UNDP (Bratislava Regional Centre -BRC) with Support from Ministry of Foreign Affairs

Since EU accession in 2007, Romania has been expanding its international development cooperation. Legal and policy frameworks for Official Development Assistance (ODA) have been prepared and stipulate major coordinating and monitoring role for the Ministry of Foreign Affairs (MFA). This regional project will focus on supporting the MFA to assume such a defined role through improved institutional awareness on ODA issues. The project will help 1/ Strengthen long term vision and policy coherence of Romania's international development cooperation,; 2/ Consolidated national instruments for ODA management, delivery, monitoring and reporting; and, 3/ Develop a flexible demand-driven system of south-south cooperation to share Romania's transition experience. The project will result in better positioning of Romania as an international donor as well as to the strengthened development cooperation partnership with UNDP.

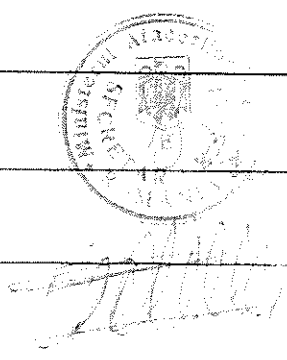
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|----------------------------------|---------------------|
| Programme Period: | 2012 -2015 |
| Key Result Area (Strategic Plan) | _____ |
| Atlas Award ID: | _____ |
| Start date: | 01 January 2013 |
| End Date | 31 December 2015 |
| PAC Meeting Date | 04 September 2012 |
| Management Arrangements: | UNDP Implementation |

| | |
|------------------------------|--------------|
| Estimated resources from MFA | 859.640 USD* |
| • Regular | N/A |
| • Other | 859.640 USD |
| o MFA | 859.640 USD |
| Unfunded budget: | N/A |

*The budget might also include additional funding for the grants to be awarded to the Romanian NGOs and public institutions upon the yearly Call for ODA-funded Project Proposals.

Agreed by the Ministry of Foreign Affairs of Romania

Agreed by United Nations Development Programme



I. SITUATION ANALYSIS

Romania has been expanding its international development cooperation in line with applicable EU policy as a member state of the EU. Romania has identified the thematic and geographic priorities¹, and has developed a clear national Policy and institutional framework for its ODA². The geographical focus is now on twelve countries: in the Black Sea extended region - the Republic of Moldova, Ukraine, Belarus, Georgia, Armenia and Azerbaijan; and in North Africa and the Middle East - Egypt, Tunisia, Libya, Iraq, Palestine and Afghanistan. The Romanian ODA thematic priorities for this period are: 1) transition to democracy (reconstruction of the state, democratic governance, administrative reform, support for the civil society, the media, and conflict resolution); 2) support for agriculture and sustainable economic growth in the climate change context– preferably in the phytosanitary and sanitary and veterinary fields; 3) environment protection and support for activities to promote sustainable energy in the context of the climate changes. The secondary sectors are health and education.

The Government of Romania and UNDP are currently implementing a Country Programme for 2010-2012 with the strategic objective to advance Romania's role in international development cooperation in accordance with Romania's geopolitical and strategic position and profile as an active and responsible member of the European Union and the international community. This objective is achieved through UNDP programs that:

- At local and national levels in Romania, promote social inclusion and democratic deepening practices
- At national and regional levels in Romania and in the neighboring countries, protect and promote shared natural resources; and
- At regional and international levels, support delivery of official development assistance (ODA) and facilitate Romania's sharing of democratic transition experience.

The UNDP will gradually phase out of its country programme activities as of December 2012. It will maintain a small country office presence to carry out remaining country programme activities, most of which are expected to conclude by December 2014. In this context, the project at hand has been conceived as the successor arrangement to the Country Program in view of continuing the work with the Romanian Government on development cooperation in a new framework in which the UNDP is no longer perceived as a provider of aid, but rather as a global partner for Romania. The project will expand and build on the current partnership with the Romanian MFA in the field of development cooperation and ODA.

Experience of the country program indicates that Romania's transition experience is a particularly significant developmental resource for the benefit of Romania, its ODA partners and UNDP. Recent experience³ demonstrates that Romania, as other new EU member states, has a unique service offering for developing countries on the paths of democratic and market reform, including to countries in Eastern Europe, North Africa and the Middle East. As such, in 2011, the UNDP has supported the Romanian Government in positioning the Arab Spring into concrete sharing of transition experience. The UNDP has provided support to the MFA, the Romanian Electoral Management Body and the civil society in sharing the country's democratic transition and electoral experience to Egypt and Tunisia through UN's network of development knowledge (UN Electoral Assistance Division and Bratislava Regional Centre) and its capacity to mobilize critical partners through the UNDP COs in the two countries.

¹[See Memorandum on Partner Countries Identified as Development Assistance Recipients and the Related Funding for the 2012-2015 Period]

²The Romanian development cooperation policy is coordinated by the Ministry of Foreign Affairs and is financed from the national budget. The pillars of the Romania's international cooperation are reflected in 1. The National Strategy on International Development Cooperation Policy (supplemented by its Action Plan for the implementation of the National Strategy of international development cooperation for national policy approved in 2006); 2. Governmental Decision No. 1052/2011 on the rules and regulations of the specific actions of ODA financing, adopted on 19 October 2011; 3. Multiannual Strategy for the allocation of multilateral development assistance (2011-2015) approved on 29 June 2011; 4. Memorandum on Partner Countries Identified as Development Assistance Recipients and the Related Funding for the 2012-2015 Period

³[Bucharest Workshop on Democratic Transitions. North Africa and Eastern Europe: viewpoints and shared experiences of transition – a bridge over 20 years:http://www.undp.ro/libraries/projects/ODA/Report_on_the_Bucharest_Workshop_on_democratic_transformations_July_2_011.pdf]

Such exchanges of experiences often work best when facilitated through a neutral UN platform, and UNDP is now rolling out a new regional initiative to support them. This project will become an integral part of the regional programme New Partnerships in Development Cooperation which aims, among others, at enhancing the strategic partnerships with Russia and Turkey; and, at developing a regional knowledge partnerships platform to facilitate and scale up existing and new South-South cooperation linkages. It will also provide further support to innovative models and delivery mechanisms in ODA, including capacity building and awareness-raising.

In these fields, UNDP has played a facilitating role since 2003 in cooperating with other new EU member state donors, namely the Czech Republic, Hungary and Slovakia. UNDP's Bratislava Regional Centre (BRC) has established transparent and effective delivery mechanisms with total delivery exceeding \$ 20 million. Integral part of such cooperation has been also ODA capacity building in terms of human resources and trainings (e.g. in Czech Republic – a Development Centre established in Prague in 2002 leading to the consequent creation of a full-fledged ODA agency; in Slovakia – an Administrative and Contracting Unit of the Slovak Trust Fund managing dozens of projects; and, in Hungary - a project monitoring facility).

II. STRATEGY

UNDP cooperation with Romania as a donor has been extensive under the previous and the current country programmes. The ODA support has started in early 2008 focusing on two main areas: building the national institutions and stakeholders' capacity to effectively deliver on Romania's ODA commitments; and raising awareness on Romanian development assistance at the national level. The capacity development interventions ranged from supporting the MFA in the elaboration of secondary legislation and operational manuals for ODA delivery, to the identification of Romania's comparative advantages as emerging donor in transferring its expertise and transition experience to the ODA priority countries. Small-scale assessments of the legal framework regarding the institutional and financing mechanisms for development cooperation have already been performed and a further ODA capacity assessment envisaged by the project at hand in view of evaluating and proposing improved design of institutional, technical, budgetary and legal frameworks will definitely build on it and not duplicate the efforts.

The UNDP support was not limited to state institutions, but was extended to the civil society, media and academia in their efforts to promote Romania's contribution to international development, ranging from supporting the NGOs awareness campaigns around the country, to the development of International Development Master Programmes implemented by Romanian state universities. Apart from the capacity development interventions and awareness raising activities on ODA, the UNDP has also provided institutional support to MFA to maintain its ODA delivery capacity in the context of fiscal consolidation. UNDP's value added, therefore, was in the form of its ability to provide the ministry with project management tools (project documents, management capacity) allowing it to utilize UNDP's network of country offices for ODA delivery and allowing the line ministries (e.g. Ministry of Education, Environment) to transfer knowledge and experience to partner countries. The UNDP will continue to provide this type of institutional support to MFA in view of strengthening its ODA delivery capacity. In addition, the project will provide a framework for a "funds parking facility" that would allow MFA to manage the grants awarded to the Romanian NGOs and public institutions upon the yearly Call for ODA-funded Project Proposals (multilateralization of bilateral aid).

The project at hand is designed to further expand this cooperation and to consolidate the necessary capacity development interventions. At institutional level in Romania, and despite the formulation of the legal and policy framework, there is still need to improve and implement the way in which Romania is positioning itself on the international scene as a development actor, also through improved legal and ODA policy framework, and to strengthen the institutional positioning of the Ministry of Foreign Affairs as a coordinator and monitor of Romanian ODA. The core function of the project will be to support the Ministry of Foreign Affairs in this direction, thus allowing it to assume the pre-defined key roles in this regard. The project will also strengthen the Romanian ODA stakeholders' community by promoting direct involvement

of the line ministries, the non-governmental sector, academia and other major players in implementing ODA projects and programmes.

The main goal of the project will be to support Romania in becoming an effective, innovative and increasingly influential actor for development cooperation so it can achieve sustainable, scalable development impact in the countries that are a priority of Romanian ODA. The ultimate objective of the project is that, by 2015, the Government be fully capable and equipped with the appropriate capacity to manage all parts of ODA project management cycle by itself, including planning and design, monitoring, evaluation and communications.

The strategy to achieve this goal will be two-fold:

1. *Strengthening the sustainable human resources and expert base in Romania.*
 - (a) The project's services will be primarily targeted to the main beneficiary – MFA. In the short term, the project will serve as a “capacity lift” for the MFA. It is envisaged that a small Unit of Implementation (PIU) will be set up within the project to provide the requested services to the MFA or on its behalf. The PIU will be located initially on the premises of the remaining UNDP country office presence. UNDP will recruit the staff (with the understanding that the MFA will contribute in defining the Terms of Reference for each position) and provide necessary training and overall management. In the medium to long term, this unit could constitute the institutional nucleus to become part of the MFA or a nucleus of the Romanian ODA Agency.
 - (b) Yet, in line with the MFA's vision of “One Romania”, the project will aim to achieve broader impact for the whole Romanian ODA constituency and practice. First, the project will support the MFA's coordination and facilitation function vis-à-vis line ministries involved in ODA, and, maintaining a differentiated approach, may provide support to their ODA programming and communications efforts. Second, the project will make particular emphasis on involving Romanian NGOs active in ODA, as partners for implementation and for mutual learning, focusing on their comparative advantages and potential synergies, and with a view to support, not crowd out, their capacity.
2. *Promoting innovation in ODA*, with particular attention to identifying branding of Romanian ODA; its knowledge sharing function, especially translating in-country knowledge into sharable “knowledge packages” as part of technical assistance; its ability to operate at multiple levels (e.g. country-to-country, region-to-region, city-to-city) and with multiple actors (various line ministries, private sector, NGOs, universities) involved.

In line with this strategy, direct beneficiaries will be the Romanian MFA, other ministries and governmental bodies, NGOs and academia. Indirect beneficiaries will be the target recipient countries. Involvement of other donors will be promoted, namely EU and other European donors.

The project activities will be fully funded by MFA, while UNDP will participate with its knowledge and expertise. Project implementation responsibility rests with BRC, and MFA. The project board will be set up to oversee the project implementation and provide strategic guidance. For details see the “Management Arrangements” section below. The project will avail of policy expertise and regional programme synergies at UNDP-BRC. It will also benefit from cross-practise cooperation, namely in the areas of (electoral assistance, justice, anticorruption, decentralization, green jobs, social exclusion, youth and sustainable development).

Specifically, the project will enhance Romanian ODA programme in the following three areas:

- (1) ***Strengthened long-term vision and policy coherence of Romania's international development cooperation:*** elaborating Romania's long-term vision for Development Cooperation. This project component will help:
 - *Benchmark Romania's assistance* and analyze options for its positioning in the global development cooperation space;

- *Work out Romania's substantive contribution to the global post-2015 debate* and the discussion of the new generation of (sustainable) development goals;
- *Determine in which areas Romania could support the UN's global and regional efforts* in the medium term, and what forms such support could take: from contribution to core resources to theme-specific initiatives and trust funds;
- *Develop a clear communications and visibility strategy*, vis-a-vis the Romanian public, the EU neighbors and the partner countries. This may include e.g. a Romania's ODA History Project.

More concretely, this component will help identify benchmark events (e.g. MDGs post 2015, Rio +20, Post-Busan forums, etc) in which Romania's experience and expertise can be plugged and further on identify clear deliverables that would earmark Romania's contribution to the global development cooperation scene. Such deliverables may include:

- o Publications, analytical and/or related to specific Romanian cooperation, including theme-, region- or country- focused reports and issues papers;
- o Romania-sponsored events (regional or side-events at global meetings);
- o Romania's bids to host major regional and global events;

(2) ***Consolidated national instruments for ODA management, delivery, monitoring and reporting:*** (based on the on-going UNDP ODA support project), institutionalizing an effective and flexible system of managing ODA with sustainable capacity created in the Romanian MFA. This project component will help:

- *Develop capacity in the Ministry of Foreign Affairs* to manage all parts of ODA project management cycle, including planning and design, monitoring, evaluation and communications;
- *Create a Unit of Implementation composed by professional technical staff* in charge of programming and coordination activities supplementing the MFA capacity in the day-to-day ODA programme management cycle.;
- *Set up mechanisms for pro-active involvement of line ministries* who have ODA programmes as well as NGOs, private sector and academia.
- *Assess synergies between Romanian humanitarian assistance and ODA programme; propose optimal set-up with a special focus on the follow up post-conflict measures and recovery actions*
- *Create a Mobility Fund* in order to facilitate the quick transfer of Romanian experts and expertise to meet the ODA priority countries' ad hoc needs in sectors in which Romania can bring an added value

(3) ***Develop a flexible demand-driven system of south-south cooperation to share Romania's transition experience:*** developing a flexible responsive administrative mechanism to jointly identify and respond to technical cooperation needs of Romania's priority regions and countries and *formulate a uniquely Eastern European service offering to democratic transition processes*. This project component will help:

- *Support Romanian public institutions, civil society and academia in identifying or generating and codifying relevant development experience for "export" to developing countries;*
- *Identify and respond to the demand for the transfer of transitional experiences* that exists e.g. in North Africa, the Middle East and countries of the Black Sea extended region, including in areas as electoral processes, justice/anti-corruption and environment;
- *Coordinate and "plug in" Romania's efforts with similar South-South programmes* of Czech Republic, Hungary, Poland, Slovakia, to increase effectiveness of using the funds and forge a synergetic network effect;
- *Channel part of the knowledge exchange and ODA funding* to support it through a developed network of UNDP Country Offices or other implementing partners on the ground.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Regional Programme Results and Resource Framework: By 2013, governments in the region, including countries building new partnerships after graduating from UNDP programmes, expand their capacities to more effectively manage development cooperation and mutual coordination of development activities, as well as have better access to relevant experience and expertise

Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets: Increased capacities for provision and coordination of ODA among new and emerging donors in RBEC

Applicable Key Result Area (UNDP Medium-term Priority): A substantially redesigned organisational model for UNDP operational and delivering measurable gains in performance on stronger collaboration with existing partners and a step change in partnerships with the Global South, the private sector and civil society.

Partnership Strategy: UNDP BRC will work closely with the Romanian MFA as well as other ministries and Romanian NGOs and academia. The project will also seek to strengthen the partnership base of the Romania ODA through active networking with other donor countries and a broader set of partners.

Project title and ID (ATLAS Award ID):tbd

| INTENDED OUTPUTS | OUTPUT TARGETS FOR 2013-2015 | INDICATIVE ACTIVITIES | RESPONSIBLE PARTIES | INPUTS |
|---|--|---|---------------------|---|
| <p>Output 1</p> <p>Romania's long term vision for Development Cooperation Developed</p> <p>Baseline:</p> <p>Romania has an ODA legal framework in place with sectoral priorities and geographical areas already established. Nevertheless, Romania should also develop a clear vision on its substantive contribution to global development cooperation and clear niches to position itself on the development cooperation space.</p> <ol style="list-style-type: none"> No high-profile event on key policy topics has been hosted by Romania during the last 5 years Low number of theme-, region- or country- focused reports/policy papers developed by Romania No communication and visibility | <p>By 2015 Romania's long term vision for Development Cooperation developed and implemented</p> <p>Year 1 Targets</p> <ol style="list-style-type: none"> at least 1 high profile event on a key policy topic identified and organized the ODA communication and visibility strategy elaborated and launched <p>Year 2 Targets</p> <ol style="list-style-type: none"> at least 1 theme-, region- or country- focused reports/policy papers developed the ODA | <p>Activity Result 1.1.1</p> <p>Articulate Romania's niche in global development cooperation by connecting the Romanian expertise (line ministries, NGOs) with the global/regional events and forums:</p> <ul style="list-style-type: none"> at least 3 substantive contributions of Romania to benchmark events identified and implemented by 2015 to earmark Romania's contribution to the global development cooperation scene: <ul style="list-style-type: none"> Publications, analytical and/or related to specific Romanian cooperation, including theme-, region- or country- focused reports and issues papers; Romania-sponsored events (regional or side-events at global meetings); Romania's bids to host major regional and global events; a clear communications and visibility strategy vis-a-vis the Romanian public, the EU neighbors and the partner countries developed and implemented. | <p>BRC/MFA</p> | <p>3 substantive contributions: \$ 90.000</p> <p>Communication and Visibility Strategy and Campaign contract: \$125.000</p> <p>TOTAL: \$215.000</p> |

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| <p>strategy in place</p> <p>Indicators:</p> <ol style="list-style-type: none"> number of high profile events on a key policy topic; number of theme-, region- or country- focused reports/policy papers developed communications and visibility strategy elaborated | <p>communication and visibility action plan elaborated based on the approved strategy</p> <p>Year 3 Target</p> <ol style="list-style-type: none"> at least 1 high profile event on a key policy topic identified and organized | | |
| <p>Output 2</p> <p>An effective system of managing ODA with sustainable capacity which can be integrated in the Romanian government established</p> <p>Baseline:</p> <ol style="list-style-type: none"> limited ODA management capacity and lack of specialized human resources in the field no Mobility Fund or similar rapid response financing instrument has been used before <p>Indicators:</p> <ol style="list-style-type: none"> MFA capacity increased in the day-to-day ODA programme management cycle Mobility Fund created and fully functional | <p>Year 1 Targets</p> <ol style="list-style-type: none"> Unit of Implementation created and functional Mobility Fund created and fully functional <p>Year 2014: Target 2.2.</p> <ol style="list-style-type: none"> targets will be defined at the end of the Year 1. <p>Year 2015: Target 2.3.</p> <ol style="list-style-type: none"> targets will be defined at the end of the Year 1 | <p>Activity Result 2.1.1</p> <p>ODA capacity development:</p> <ul style="list-style-type: none"> Develop capacity in the Ministry of Foreign Affairs to manage all parts of ODA project management cycle, including planning and design, programming, monitoring, evaluation and communications: Create a Unit of Implementation composed by professional technical staff in charge of programming and coordination activities supplementing the MFA capacity in the day-to-day ODA programme management cycle. More concretely, the project Unit of Implementation will have an HR structure of four (4) staff, as follows: <ul style="list-style-type: none"> a) 1 <i>National Officer</i> (NO) – to serve as Project Manager and assist in organizing and coordinating all project activities, and liaising with all Romanian partners b) 1 <i>Service Contract holder</i> – in charge with Communications and Awareness Raising related activities of the project c) 2 <i>Service Contract holders</i> – in charge with programming activities supplementing the MFA capacity in the day-to-day ODA project management cycle. Develop the gender equality strategy for the project and designate/train a gender focal point in the project implementation unit who will make sure that the gender dimension is mainstreamed in all project activities and | <p>ODA Unit Of Implementation: NO – \$198.000 3 SC Contracts (SB3/Step 2): \$170.640</p> <p>Mobility Fund: \$51.000</p> <p>TOTAL: \$ 419.640</p> |

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| <p>Output 3 ODA brand of Romania developed by better identifying and responding to technical cooperation needs of Romania's priority regions and countries.</p> <p>Baseline:</p> <ul style="list-style-type: none"> Recent experience demonstrated that Romania, as other new EU member countries, has a unique service offering for developing countries on the paths of democratic and market reform to countries in Eastern Europe, North Africa and the Middle East. Few similar events already implemented by CO. <p>Indicators:</p> <ul style="list-style-type: none"> No. of triangulation projects implemented | <p>By 2015, an effective service offering of the Romanian democratic transition experience formulated (at least 5 triangulation projects designed and implemented)</p> <p>Year 1 Target</p> <ul style="list-style-type: none"> At least 1 triangulation project designed and implemented <p>Year 2 Target</p> <ul style="list-style-type: none"> At least 2 triangulation projects designed and implemented <p>Year 3 Target</p> <ul style="list-style-type: none"> At least 2 triangulation projects designed and implemented | <p>ODA-funded projects/grants</p> <ul style="list-style-type: none"> Activity Result 2.1.1.2 Create a Mobility Fund in order to facilitate the quick transfer of Romanian experts and expertise to meet the ODA priority countries' ad hoc needs in sectors in which Romania can bring an added value <p>Activity Result 3.1.1</p> <p>Develop a triangulation support facility. Support Romania in sharing and delivering its development experience by support Romanian public institutions, civil society and academia in identifying or generating and codifying relevant development experience for "export" to developing countries.</p> <ul style="list-style-type: none"> Identify and respond to the demand for the transfer of transitional experiences that exists e.g. in North Africa, the Middle East and countries of the Black Sea extended region, including in areas as electoral process, etc. Coordinate and "plug in" Romania's efforts with similar South-South programmes of Czech Republic, Hungary, Poland, Slovakia, to increase effectiveness of using the funds and forge a synergetic network effect; Channel part of the knowledge exchange and ODA funding to support it through a developed network of UNDP Country Offices or other implementing partners on the ground (triangulation projects). | <p>5 triangulation projects (\$50.000/project)</p> <p>TOTAL: \$250.000</p> |
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IV. ANNUAL WORK PLAN YEAR: 2013

| EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i> | PLANNED ACTIVITIES <i>List activity results and associated actions</i> | TIMEFRAME | | | | RESPONSIBLE PARTY | Funding Source | PLANNED BUDGET | |
|---|--|-----------|----|----|----|-------------------|----------------|--|-------------|
| | | Q1 | Q2 | Q3 | Q4 | | | Budget Description | Amount |
| Output 1 Romania's long term vision for Development Cooperation Developed Baseline: <i>Romania has an ODA legal framework in place with sectoral priorities and geographical areas already established. Nevertheless, Romania should also develop a clear vision on its substantive contribution to global development cooperation and clear niches to position itself on the development cooperation space.</i> <ol style="list-style-type: none"> <i>No high-profile event on key policy topics has been hosted by Romania during the last 5 years</i> <i>Low number of theme-, region- or country- focused reports/policy papers developed by Romania</i> <i>No communication and visibility strategy in place</i> Indicators: <ul style="list-style-type: none"> <i>number of high profile events on a key policy topic;</i> <i>number of theme-, region- or country- focused reports/issues papers developed</i> <i>communications and visibility</i> | Activity Result 1.1.1 Articulate Romania's niche in global development cooperation by connecting the Romanian expertise (line ministries, NGOs) with the global/regional events and forums: <ol style="list-style-type: none"> Activity action: 1 substantive contribution of Romania to a benchmark event identified and implemented in 2013 to earmark Romania's contribution to the global development cooperation scene (Publication/Romania-sponsored event (regional or side-events at global meetings) / Romania's bid to host a major regional or global event, etc.); Activity action: Communication and visibility strategy vis-a-vis the Romanian public, the EU neighbours and the partner countries developed and launched. | | X | X | X | | Gov C/S | 71300 Local Consultants 71600 Travel 74500 Misc. | 25.000 USD |
| | | X | X | X | X | BRC/MFA | Gov C/S | 72100 Contractual Services-Companies 74500 Misc. | 125.000 USD |

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| <p>strategy elaborated</p> <p>Targets:</p> <ol style="list-style-type: none"> 1. at least 1 high profile event on a key policy topic identified and organized 3. the ODA communication and visibility strategy elaborated and launched | | | | | | | | | | | | | | | |
| <p>Output 2</p> <p>An effective system of managing ODA with sustainable capacity which can be integrated in the Romanian government, established</p> <p>Baseline:</p> <ol style="list-style-type: none"> 1. limited ODA management capacity and lack of specialized human resources in the field 2. no Mobility Fund or similar rapid response financing instrument has been used before <p>Indicators:</p> <ol style="list-style-type: none"> 1. MFA capacity increased in the day-to-day ODA programme management cycle | | | | | | | | | | | | | | | |

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| <p>2. <i>Mobility Fund created and fully functional</i></p> | <p>Activity Result 2.1.3 ODA capacity development in the Ministry of Foreign Affairs to manage all parts of ODA project management cycle, including planning and design, programming, monitoring, evaluation and communications</p> | | | | | 66.000 USD |
| <p>Targets</p> <ol style="list-style-type: none"> 1. <i>Unit of Implementation created and functional</i> 2. <i>Mobility Fund created and fully functional</i> | <ol style="list-style-type: none"> 1. Activity action Create a Unit of Implementation composed by professional technical staff in charge of programming and coordination activities supplementing the MFA capacity in the day-to-day ODA programme management cycle. Training of MFA staff for the project management cycle, including planning and design, programming, monitoring, evaluation and communications 2. Activity action Develop the gender equality strategy for the project and designate/train a gender focal point in the project implementation unit who will make sure that the gender dimension is mainstreamed in all project activities and ODA-funded projects/grants | X | X | X | BRC/MFA | Gov C/S |
| | | X | X | X | 61100 – Salary Costs, NO Staff | 56.640 USD |
| | | | | | 71400 Contractual Services – Individuals (3SC Contracts SB3/Step 2) | |
| | | | | | 71600 Travel services (Travel and DSA for consultants) | 51.000 USD |
| <p>Output 3 ODA brand of Romania by better identifying and responding to technical cooperation needs of Romania's priority regions and countries.</p> | <p>Activity Result 3.1 Triangulation support facility developed, implemented and functional to support Romania in sharing its development experience (South-South Cooperation Mechanism)</p> | X | | | | |
| <p>Baseline:</p> | <ol style="list-style-type: none"> 1. Activity action | X | X | X | BRC/MFA | N/A |

| | | | | | | | | | | | | | | |
|---|--|---|---|---|---|--|---------|-----|-----|-----|-----|-----|-----|-----|
| <ul style="list-style-type: none"> Recent experience demonstrated that Romania, as other new EU member countries, has a unique service offering for developing countries on the paths of democratic and market reform to countries in Eastern Europe, North Africa and the Middle East. Few similar events already implemented by CO. <p>Indicators:</p> <ul style="list-style-type: none"> No. of triangulation projects implemented <p>Target</p> <ul style="list-style-type: none"> At least 1 triangulation project designed and implemented | <p>Identify the demand for the transfer of transitional experiences (e.g. in North Africa, the Middle East and Black Sea extended region), including by supporting Romanian public institutions, civil society and academia in identifying or generating and codifying relevant development experience for "export" to developing countries;</p> <p>2. Activity action</p> <p>Coordinate and "plug in" Romania's efforts with similar South-South programmes of Czech Republic, Hungary, Poland, Slovakia, to increase effectiveness of using the funds and forge a synergetic network effect;</p> <p>3. Activity action</p> <p>Implement at least one triangulation project with UNDP country offices or other implementing partners on the ground.</p> | X | X | X | X | | BRC/MFA | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| <p>TOTAL</p> <p style="text-align: right;">353.640 USD</p> | | | | | | | | | | | | | | |

*The 2013 AWP might also include projects awarded by the MFA to the Romanian NGOs and public institutions after the Call for ODA-funded Project Proposals for 2013

V. MANAGEMENT ARRANGEMENTS

This regional project will be implemented directly by UNDP. The UNDP project at hand will be a 3 (three) year cooperation partnership with Romania.

In light of the growing sophistication, regionalization and internationalization the needs of Romania's ODA cannot be serviced fully by the tools of a nationally focused traditional Country Program, the project at hand is incorporated under the management competency of the UNDP Bratislava Regional Centre. The Bratislava Regional Centre supports 25 countries and territories in Europe and the Commonwealth of Independent States, including in EU member states with focus on their international development cooperation and capacities as providers of international development assistance, both in the form of financial aid and through the provision of their accumulated expertise in overcoming transition challenges. The Centre is thus uniquely positioned to connect Romania, as a partner country, to UNDP country offices and to UNDP's global network of development experts – both inside and outside the organization, and to United Nations specialized agencies. The Centre **manages regional projects** and also **documents and shares development successes** and best practices throughout the region and beyond. In this light, the successor arrangement to the UNDP Country Program based partnership with Romania is herewith integrated into the broader, regional and international competency of the Bratislava Regional Centre.

The project shall be funded by the Ministry of Foreign Affairs. The funding arrangements shall be stipulated in the Cost-Sharing Agreement concluded separately for each year between the Romanian MFA and the UNDP.

The Project Board will consist of the UNDP and the Ministry of Foreign Affairs of Romania. Project management entails that the Ministry of Foreign Affairs (MFA) of Romania is Senior Beneficiary (in principle in partnership with ODA recipient countries, however for the praxis of this project limited to the ODA Unit of the Romanian MFA). While the Project Executive rests with UNDP Bratislava Regional Centre, the Romanian MFA will through its beneficiary roles have a formal mechanism for steering the project through the Project Board. In this context, the project requires MFA to carry out the following:

- Advise on the selection of strategy, design and methods to carry out project activities including in this case through clear articulation to UNDP of the overall vision, priorities and legal arrangements of the Romanian ODA so that the deliverables of the project are aligned to both supplier and beneficiary interests.
- Monitor potential changes in MFA vision, priorities and legal arrangements with regard to ODA and international development cooperation and their impact on the quality of deliverables from a supplier perspective and advise UNDP
- Monitor risks in the implementation of the project activities and advise UNDP
- Ensure that the activities of the project are well defined. In this context, and more specifically, ensure that the Project Implementation Unit is guided and advised clearly and coherently in line with the overall project objectives on day to day basis
- Make sure that progress towards the outputs is consistent from its perspective and priorities
- Maintain project focus on planned activities

In addition, MFA ODA Unit, as senior beneficiary, has critical roles to ensure smooth and successful implementation of the project through the delivery of the following implementation support functions:

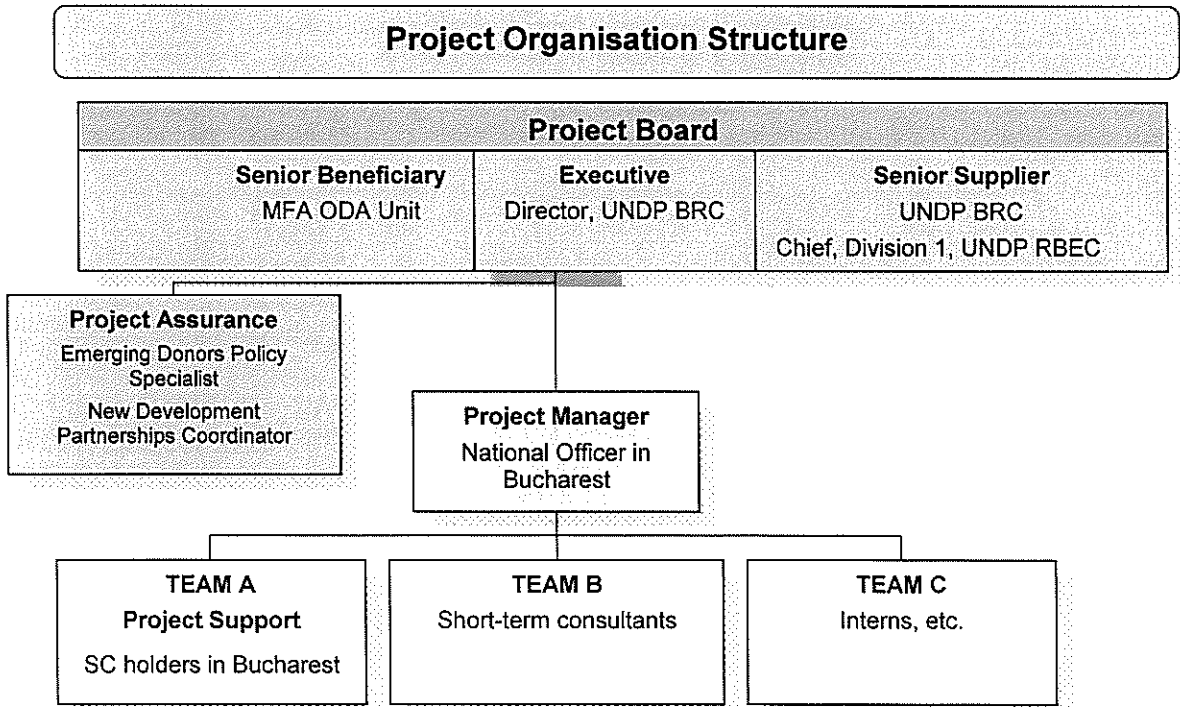
- *Facilitate the project's regular interaction with the respective line ministries, NGOs and other partners in Romania, concerning the activities of the project;*
- *Facilitate, when necessary, the respective contacts with the Romanian embassies in the ODA recipient countries, as well as with the EC delegations, the European Commission and other official European structures*

As implementing partner, UNDP, with the above support from the MFA, will achieve project outputs, and ensure effective use of resources allocated to the project. UNDP performs this role through the executive role of the BRC director supported by the BRC team of staff in all forms of administrative, managerial, results based management, accountability, procurement, financial etc. functions that enable it also to be the Responsible Party for implementation of each of the project’s activities.

The Regional Support Centre in Bratislava (BRC) will be the main Project Partner, providing strategic guidance and supervision of the project and will:

- Provide the necessary internal UNDP oversight as well as financial, personnel and administrative management including procurement and payments services after the end of the current Country Programme and the change of status of the Country Office in Romania at the end of 2012;
- Plug the substantive elements of the Romanian development cooperation, e.g. sharing of democratic transition experiences or sustainable development, into the work of the respective thematic Practice, which will lead the topic from UNDP side;
- Ensure integration and network synergies with the South-South efforts in other countries in the region, as well as the broader global set of South-South partnerships;
- Support the matching of demand and supply from the network of UNDP country offices in the region and globally, including identification of potential targets for Romanian ODA;
- Connect Romania’s development cooperation to UNDP’s global work on the future development agenda and its Global South initiative (both led by UNDP HQ in New York).
- Provide advice and guidance to the project partners on ODA trends, policies and practices

The two Project Partners will form the Project Board (see diagram below for details). The project will be managed on the day-to-day basis by the national Project Manager out-posted in Bucharest. The national project manager will be responsible for daily contacts with the Project Implementation Unit (Project Team) and with other project members.



VI. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager 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.
- **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.

Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria.

| OUTPUT 1: Develop Romania's long term vision for Development Cooperation | | |
|---|--|---|
| Activity Result 1 | Develop Romania's vision for ODA | Start Date: Q2, 2013 End Date: Q4, 2015 |
| Purpose | Articulate Romania's niche in global development cooperation by connecting the Romanian expertise (line ministries, NGOs) with the global/regional events and forums | |
| Description | <p>1. Activity action: 1 substantive contribution of Romania to a benchmark event identified and implemented in 2013 to earmark Romania's contribution to the global development cooperation scene (Publication/Romania-sponsored event (regional or side-events at global meetings) / Romania's bid to host a major regional or global event, etc.);</p> <p>1. Activity action: Communication and visibility strategy vis-a-vis the Romanian public, the EU neighbours and the partner countries developed and implemented.</p> | |
| Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i> | Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i> | Date of Assessment <i>When will the assessment of quality be performed?</i> |
| 3. <i>number of high profile events on a key policy topic;</i> | Two regional or global high profile event/side event organized | Q4, 2013; Q4, 2015 |
| 4. <i>number of theme-, region- or country-focused reports/issues papers developed</i> | One theme-, region- or country-focused paper developed | Q4, 2013; Q4, 2014 |
| 5. <i>communications and visibility strategy elaborated</i> | Strategy reviewed by the project board and progress reports | Q4, 2013; Q4, 2014 |

| OUTPUT 2: Set up an effective system of managing ODA with sustainable capacity which can be integrated in the Romanian government | | |
|---|--|--|
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| Activity Result 2.1 | Unit of Implementation created and functional | Start Date: Q1, 2013 End Date: Q4, 2015 |
| Purpose | ODA capacity development for the Ministry of Foreign Affairs to manage all parts of ODA project management cycle, including planning and design, programming, monitoring, evaluation and communications | |
| Description | <p>1. Activity action Create a Unit of Implementation composed by professional technical staff in charge of programming and coordination activities supplementing the MFA capacity in the day-to-day ODA programme management cycle. Training of MFA staff for the project management cycle, including planning and design, programming, monitoring, evaluation and communications</p> <p>2. Activity action Develop the gender equality strategy for the project and designate/train a gender focal point in the project implementation unit who will make sure that the gender dimension is mainstreamed</p> | |

| | | |
|---|---|---|
| | in all project activities and ODA-funded projects/grants. | |
| Activity Result 2.2 | Mobility Fund created and functional | |
| Purpose | Quick transfer of Romanian experts and expertise to meet the ODA priority countries' ad hoc needs | |
| | 1. Create a Mobility Fund in order to facilitate the quick transfer of Romanian experts and expertise to meet the ODA priority countries' ad hoc needs in sectors in which Romania can bring an added value | |
| Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i> | Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i> | Date of Assessment <i>When will the assessment of quality be performed?</i> |
| 6. <i>unit of Implementation created and functional</i> | Performance of staff regularly evaluated by BRC and MFA. | Q4, 2013; Q4 2014; Q4 2015. |
| 7. <i>Mobility fund created and functional</i> | Evaluation of all contributions financed through the Mobility Fund performed in Q1 2014 | Q2 2013; Q3 2013; Q4 2013 |

| | | |
|--|--|---|
| OUTPUT 3: Develop the ODA brand of Romania by better identifying and responding to technical cooperation needs of Romania's priority regions and countries. | | |
| Activity Result 3.1 | South-South Cooperation Mechanism in place | Start Date: Q2, 2013 End Date: Q4, 2015 |
| Purpose | Triangulation support facility developed, implemented and functional to support Romania in sharing its development experience (South-South Cooperation Mechanism in place) | |
| Description | <p>3. Activity action</p> <p>Identify the demand for the transfer of transitional experiences (e.g. in North Africa, the Middle East and Black Sea extended region);</p> <p>4. Activity action</p> <p>Coordinate and "plug in" Romania's efforts with similar South-South programmes of Czech Republic, Hungary, Poland, Slovakia, to increase effectiveness of using the funds and forge a synergetic network effect;</p> <p>5. Activity action</p> <p>Implement at least one triangulation project with UNDP country offices or other implementing partners on the ground.</p> | |
| Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i> | Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i> | Date of Assessment <i>When will the assessment of quality be performed?</i> |
| 8. <i>No. of triangulation projects implemented</i> | The design and implementation of the triangulation project will be reviewed by the project board and through progress reports. | Q4, 2013; Q4 2014; Q4 2015. |

VII. LEGAL CONTEXT

This regional project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. This regional project document is an instrument

referred to as such in Article I of the Standard Basic Assistance Agreement (SBAA) between the Governments participating and the United Nations Development Programme. For activities in Romania the provisions of SBAA between the Government of Romania and UNDP, signed on 23 January 1991 apply (HG 113/1991 of the Government of Romania, published in the Official Gazette (Monitorul Oficial) nr. 81/17 April 1991).

This project will be executed by the UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures. The responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. The Implementing Partner shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

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

VIII. ANNEXES

Risk Analysis.

| Description | Date Identified | Type | Impact & Probability (1-5) | Countermeasures / Mngt response | Owner |
|--|-----------------|-----------|--|---------------------------------|-----------------------|
| Delay in the disbursement of funds from the Ministry of Finance through the MFA budget | 31/05/2012 | Financial | Can cause delay in recruitment of project staff and in the commencement of project implementation I: 1 P:2 | Thorough cash flow planning | ODA Programme Manager |
| Personnel | 31/05/2012 | Technical | Can cause delay | Permanent | UNDP RR / |

| | | | | | |
|-----------------|--|--|---|--|-----------------------|
| rotation in MFA | | | in recruitment of project staff and in the commencement of project implementation I: 1 P: 2 | contact with MFA partners at the technical and political level | ODA Programme Manager |
|-----------------|--|--|---|--|-----------------------|