

**United Nations Development Programme  
Regional Project Document**

<b>Project Title</b>	<b>Social innovation in Europe and CIS</b>
<b>Expected Regional Programme Outcome:</b>	Increased civic engagement in human development initiatives (including pro-poor policy dialogue and advocacy) in the region
<b>Expected Outputs:</b>	<b>Output 1: Platform for regional exchange of knowledge in social innovation and poverty reduction established and new programmatic areas developed in middle income countries in the region</b> <b>Output 2: Integrated model of employment generation in the framework of social economy with replicable approaches and knowledge customized to the needs of RBEC countries</b> <b>Output 3: Improved capacity of rural schools to provide marketable skills for modern rural economy with replicable approaches and knowledge customized to the needs of RBEC countries</b> <b>Output 4: Centre for Contemporary India Research and Studies established and operational</b>
<b>Executing Entity:</b>	UNDP (Bratislava Regional Center)

**Brief Description**

Social innovation refers to new strategies, concepts, ideas and organizations that meet a wide range of social needs - from employment and social inclusion through strengthening adaptation of enterprises and education systems at all levels to good governance. Within this regional project that is envisaged to be an integral part of the RBEC regional program new models and approaches in the area of social inclusion and poverty reduction (referred to as social innovation approaches) will be designed, piloted in practice within individual projects implemented in Poland, evaluated and knowledge shared with) other countries in the region aiming possible best practices replication and scaling-up. The project will address the following areas:

1. Inclusion into the labour market based on social economy and social innovation approaches,
2. Developing new methodologies and models for education sector based on distance learning and new approaches in vocational education and training,
3. Strengthening good governance, particularly in terms of equal opportunity and diversity management and support to social dialogue.

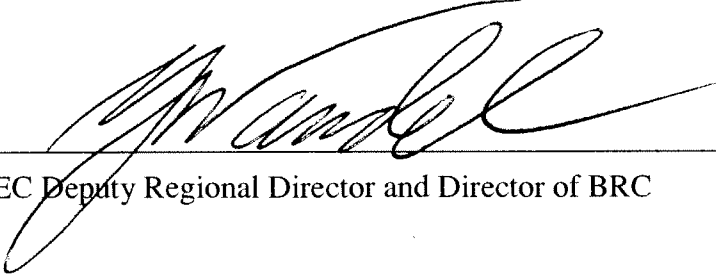
The project will be managed according to “umbrella” model with individual projects addressing specific areas of social inclusion and poverty reduction constituting separate outputs contributing to the overall goal of the regional umbrella project

Programme Period: 2006-2010  
Project Period: 2009 – 2014  
Key Result Area: Promoting inclusive growth, gender equality and achievement of internationally agreed development goals, including MDG's  
Practice Area 2: Poverty reduction  
Atlas Award ID: \_\_\_\_\_  
Start date: 1 December 2009  
End Date 31 December 2014  
PAC Meeting Date: \_\_\_\_\_  
Management Arrangements: UNDP Execution

Total resources required: USD **2 904 495,42**  
Total allocated resources: **USD 231 345**

- Regular
- Other: USD 231 345
  - Donor 0

Government of Poland (ESF) **USD \$2 673 150,42**  
Unfunded budget:  
In-kind Contributions \_\_\_\_\_

Agreed by (UNDP):   
Mr. Jens Wandel, RBEC Deputy Regional Director and Director of BRC

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## 1. Situation Analysis

Two decades of transition in Europe and CIS countries have brought many positive changes, mostly in expanding people's rights and opportunities. Most of the countries in Central and Eastern Europe have regained and exceeded their pre-transition levels of per capita GDP, the most commonly used comparative measure of economic success. In many countries, human development levels (reflected in levels of HDI) have also been restored even surpassed pre-transition levels.

Despite these significant gains, the benefits of economic growth and increasing socio-political freedoms have not been equally distributed. The past twenty years have also been characterized by high levels of insecurity and rising inequality. A generation of parents who experienced massive social dislocations, the threat of unemployment, and declining standards of living, often look back with nostalgia to a more stable, predictable and secure past. Fear and insecurity in the face of a possible decline in quality of life has contributed to undermine social solidarity with those less capable to compete in the free market, while pressures on public expenditures have often left the elderly, the disabled or families with multiple dependents and care responsibilities in poverty. Social tensions, discrimination and prejudice against social and ethnic minorities have been exacerbated, with several countries in the region even flared into conflict, when those fears were manipulated by political actors.

During the same period, as mounting evidence shows, that economic growth alone was not sufficient to address problems of vulnerability and exclusion. New approaches striving towards human development and social inclusion based on the idea of **Social Innovation** have emerged to address these issues. These approaches put people at the centre of policy, shifting the focus from an abstract aggregate economy to the society with a strong focus on the local level and on testing new solutions and methodologies in area of labour market, social inclusion, adaptability of economy, education and strengthening good governance especially in terms of equal opportunity and diversity management.

Although there are significant variations among and within ECIS countries in the levels and intensity of poverty and social exclusion, the people at risk and the dynamics of transition are quite consistent and present similar challenges throughout the region. The individuals and groups who are most vulnerable include ethnic minorities, people with disabilities, households with many children or elderly dependents, the long-term unemployed, people with low level of education, residents of small rural communities and people living with HIV/AIDS.

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## 2. Social innovation as a concept

Social innovation refers to new strategies, concepts, ideas and organizations that meet social needs of all kinds from working conditions and education to community development and health and that extend and strengthen civil society. Over the years, the term has developed several overlapping meanings. It can be used to refer to social *processes* of innovation, such as open source methods and techniques. Alternatively it refers to innovations which have a social purpose - like microcredit, social economy or distance learning. The concept can also be related to social entrepreneurship and it also overlaps with innovation in public policy and governance. Social innovation can take place within government, within companies, or within the nonprofit sector (also known as the third sector), but is increasingly seen to happen most effectively in the space between the three sectors. Recent research has focused on the different types of platforms needed to facilitate such cross-sector collaborative social innovation.

EU EQAUL program was the main platform for implementation of social innovation projects in Europe. Many of EQUAL projects were also implemented by UNDP CO Poland.<sup>1</sup> EQUAL differed from the European Social Fund mainstream programmes in its function as a laboratory (principle of innovation) and in its emphasis on active co-operation between Member States. The building blocks of EQUAL<sup>2</sup> were:

- **Partnership:** to bring together key actors (local and regional authorities, training bodies, public employment services, NGOs, enterprises, social partners) in Development Partnerships (DPs) on a geographical or sectoral level to tackle discrimination and inequality.
- **Thematic approach:** to concentrate actions on thematic fields in keeping with the European Employment Strategy.
- **Innovation:** to explore and test innovative approaches in formulating, delivering and implementing employment and training policies.
- **Empowerment:** to strengthen capacity building by making all relevant actors, including beneficiaries, work together on an equal footing.
- **Transnationality:** to render it possible for individual DPs and national authorities to learn from each other and co-operate productively across borders.
- **Mainstreaming:** to develop and test new ways of integrating best practices into employment and social inclusion policies.

The current project will promote social innovation in addressing social cohesion challenges in the region. Within the project in partnership with local level implementing organizations new approaches to social cohesion will be elaborated and tested in Poland and based on the lessons learnt, they will be replicated in other countries of the region facing the challenges of social inclusion and social cohesion through joint projects in both country and regional setting.

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### 3. Strategy

European Union integration process has increased the prominence of social inclusion in policy debates in new members and surrounding countries of the EU. This in turn has increased the demand on the side of national governments and public institutions for relevant social inclusion instruments and approaches. The EU old member states have themselves gone through a phase of policy and measurement experimentation and experience with the European Social Fund (ESF). Much knowledge has been generated within the EU on social innovation and social inclusion methodologies. This project will be focused on the new European Union member states such as: Poland, Romania, Latvia that have access to European Social Fund funding (especially strategic project implemented in cooperation with public administration) aimed at evaluating the knowledge generated in the EU and disseminating and applying relevant and successful approaches in neighboring countries.

UNDP has a strong portfolio of poverty and social exclusion analysis and methodological experience especially in the area of minorities and employment. The project will serve as an

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<sup>1</sup> All necessary information can be found on BRC web space under poverty practice – EQUAL CORNER, <http://europeandcis.undp.org/home/show/83C0DAD3-F203-1EE9-B8A767B8C990FD8B>

<sup>2</sup> More examples of social innovation can be found in UNDP work around the world especially in Microcredit initiatives and social inclusion. See: <http://content.undp.org/go/newsroom/choices-microcredit-at-work-2003-06.en%3Bjsessionid=amrvGDTKyMWb?categoryID=349421&lang=en>

opportunity to combine this knowledge with the EU's social innovation and social inclusion methodologies that have been tested and evaluated since the Lisbon Strategy follows employment and social inclusion objectives in EU member states. On account of this project UNDP contributes to attaining goals of Lisbon Strategy and National Development Strategy 2007–2015 in Poland, especially as far as an increase in the innovation is concerned. It makes EU the most dynamic and competitive knowledge-based economy in the world capable of sustainable economic growth with more and better jobs and greater social cohesion, and respect for the environment in Europe. In regional context, specific replicable approaches will be elaborated and tested and scaled up in ENPI countries. Managing the process of knowledge distilling and mutual sharing will be one of the key components of UNDP contribution.

UNDP needs to face a new situation in medium development countries in Europe such as Poland or Romania, standard project approach needs to be revised and combined with new development goals and new partnership model of cooperation with local governments and organizations. UN based projects should be combined with EU funding, especially in the area of social inclusion and social development. This approach has been successfully implemented in Poland since 2004 (based on EQUAL project funding) and has been spread to other EU member countries (Romania, Lithuania). Owing to new EU budget perspective (2007-2013) this approach will be implemented as a strategic concerning UNDP presence in EU member states.

The project will address a major capacity deficit in post-socialist environment – the capacity to address challenges of social exclusion in a synergetic and innovative manner, involving wide range of stakeholders and building human and social capital in the process. It will thus include broad partnerships, knowledge exchange and mutual learning. The project will be based on regional partnership supported by UNDP CO's in the region with specific component aimed at specific social needs. It will become the first innovative solution connecting ESF funded projects operating in the same field in different countries (the pilots will be based on social economy project implemented mutually in Poland and Romania by UNDP).

This regional project has **umbrella** approached and will be implemented in a matrixed manner. UNDP will be involved, together with other cooperating partners in Poland, in realization of different projects clustered around the topic of social cohesion. Individual projects will be generating knowledge and experience on addressing specific challenges of social inclusion – and will benefit from knowledge already existing elsewhere. There is also a separate document in line with EU guidelines that describes these activities in greater detail, which is signed by the Ministry of Labor and Ministry of Education of Poland. The current PRODOC is in full agreement with that more detailed document

Knowledge generation and sharing will give a specific role for UNDP in this partnerships and coalitions. Within this regional umbrella project individual partners have clear roles and responsibilities and UNDP's role is primarily knowledge codification and management being responsible for both “knowledge out” and “knowledge in” functions. In particular, within the Social Innovation regional project:

- The individual projects will be implemented in coordinated manner and benefitting from a common knowledge platform provided by the regional umbrella
- Knowledge will be codified and experience generated will be shared within the individual projects with other potential partners in ENPI countries
- Using its knowledge networks, relevant experience from other countries will be brought in and shared with partners in individual projects being implemented in Poland
- New programmatic areas will be gradually developed and the project will be expanded to other countries facing the challenges of social cohesion

The latter point is particularly important from RBEC perspective. Project will also have open nature both vertically and horizontally. Vertically - including other countries in knowledge sharing

and experience replication; horizontally - adding additional thematic components (projects) based on which the SI knowledge will be generated. Replicating working approaches in other countries in the region (both under the regional project umbrella and in cooperation with other UNDP COs) will be important area of future programme development.

The project will consist of three major components: (1) **projects implementation** and knowledge generation in the area of social innovation in broad partnership with institutions and ESF funding in Poland; (2) **knowledge sharing** (conceptualizing practical experience from the projects, knowledge from other EU countries and networks and sharing the knowledge with countries facing similar challenges and willing to replicate the experience using the knowledge networks of UNDP); (3) **programme development**. All three components are indivisible and mutually reinforcing and lead to the achievement of Outcome stated in Regional Programme Results and Resource Framework for RBEC (2006-2010): Increased civic engagement in human development initiatives (including pro-poor policy dialogue and advocacy) in the region.

The projects implementation and knowledge generation component is the largest one and currently this component is comprised of **three individual projects** in the area of social innovation. The first project is “**Integrated system of social support employment and social economy in Poland.**” It involves 7 partners of total value of 15 million US\$ (UNDP is responsible for 2.239 Million of that). Social economy refers to a third sector in economies between the private sector and business or, the public sector and government. The main objective of the project is to develop strong and vital social economy sector in Poland and suggest possible models for replication in other Eastern European countries. In particular, social economy institutions will be supported to improve their efficiency, develop a system of standardization and creation of social economy entities. Support structures for social economy entities will be elaborated and tested including efforts to increase social enterprises’ brand visibility. Education and training programs in the field of social economy (postgraduate studies, training, counseling, study visits and internships) will be elaborated and introduced. Separate component of the project will deal with promotion and understanding of social economy among society. Partnerships to develop social economy entities will be established with local communities. At the same time, the exchange of national experience and foreign entities of social economy indicates the optimal solutions, which are able to ensure the sustainability of the operation of these entities at different levels.

The project will be implemented in broad partnership of 7 institutions. UNDP activities in the project are grouped in three areas. In the area of **local partnerships**, it will include developing 25 social economy partnerships with local communities, establish “Social economy and business coalition”. **Knowledge and experience sharing** will involve organizing and conducting 16 seminars for coalition participants, organizing 6 study tours for social economy stakeholder (MP’s, local leaders, journalists) and establishing a Social Economy Regional Center in Lublin focused on cooperation with Ukraine and Byelorussia. Particular attention will be given in the project to **involving business community**. For that purpose a system of business angel investors<sup>3</sup> for social economy entities will be developed and a competition for company supporting social economy entities will be conducted.

The second project is “**Fostering Key Initiative and Enterprising Competencies Among Students of Agricultural Schools in Poland – CEKIN.**” This is a project involving 3 partners of total value of 2 million US\$ (UNDP is responsible for 448 thousand US\$ of that). The project will address a major challenge in regards of professional skills and qualifications of young labour force in rural areas. Traditionally agricultural vocational schools are supposed to provide access to professional qualifications. They develop professional capability of youth that very often stays on the country side and soon will create the future of rural areas. However the standard and quality of teaching in polish vocational schools has deteriorated after education reforms and structural

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<sup>3</sup> For more details on “angel investors” see [http://en.wikipedia.org/wiki/Angel\\_investor](http://en.wikipedia.org/wiki/Angel_investor)

changes. Their educational offer does not meet today's challenges faced by agriculture and rural areas, such as creating non-agricultural workplaces, ecological agriculture, renewable energy sources, information technology, fundraising and rural community activation.

The project will address those deficits developing rural schools' capacities to provide high quality vocational training. For that purpose it will set up of working group on agricultural education (doing research, preparing analysis and syllabus) and will set up a Teachers' Education and Training Center. The Centre will be running trainings, workshops, network of advisers, implementation of syllabus in the area of agricultural vocational training. It will be also involved in dissemination and promotion of the results through conferences, publications, study visits, publicity campaign.

The third project is focused on **academic cooperation and exchange good practices between Poland and India**. Overall objective of the action is the intensification and creation of sustainable links in the field of higher education between Europe and India. More specifically, it is intended to establish sustainable centre of excellence at the University of Warsaw, dedicated to cotemporary India in the field of economic studies and human development research. It would also be first such Centre in Central and Eastern Europe. With regard to the specific tasks, the Centre intends to have an immediate impact on the quality of education and research in the field of contemporary India in Poland and in Europe with additional focus on human development education.

The Centre will focus on the following activities: developing and implementing an MA program (taught in English) in Contemporary India and experience in addressing human development challenges, offering the innovative and interdisciplinary courses, conducting research projects on Contemporary India, creating excellence academic network, disseminating knowledge. Another important activity will be the creation of the multi-sectoral network/coalition aiming to promote links between academics and external stakeholders.

UNDP will be responsible for the implementation of some of the assignments included in the project. On account of the vast experience in international contacts: the realization of international projects, study visits as well as international partnership building. UNDP will also give advice and help Indian partners in organization of the meetings held in India. UNDP staff will participate and closely cooperate with the University staff organizing meetings in Warsaw, managing Centre, implementing visibility plan, building contacts with NGOs. Given the UNDP experience, the financial managerial tasks will be mainly assigned to UNDP.

UNDP BRC will be responsible for (1) project's substantial coordination and partnership coordination and (2) knowledge management and dissemination and promotion of project results (incl. organizing two international conferences, developing a system of identification and organizing promotion action about project).

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#### 4. Expected outputs and activities

The **outcome** of the regional project on "Social Innovation" will be improved capacity of stakeholders in the region to address the challenges of social exclusion in the framework of social innovation approaches. For achieving this outcome, **innovative models and approaches fostering social inclusion and poverty reduction developed and tested through projects** that will be the source of the knowledge and experience. For achieving this outcome, the regional project will produce the following outputs:

**Output 1: Platform for regional exchange of knowledge in social innovation and poverty reduction established; new programmatic areas developed in middle income countries in the**



**region; all project components of the SI umbrella properly managed strictly following UNDP rules and regulations.<sup>4</sup>**

From project management perspective, this output will be achieved through proper project management and oversight reflecting the criteria for quality result-based management. From substantive perspective, it will be achieved through the development of innovative models and approaches to foster social inclusion through Polish ESF projects in the following areas:

1. Innovative labour market measures
2. Social economy, social entrepreneurship and cooperatives
3. Social approaches and adaptation process in private sector
4. Participatory planning and bottom- up approaches
5. E-learning and vocational education and training
6. Diversity management and social dialogue

The targets for this output are

- Knowledge exchange networks operational
- Section of the Regional Report on Corporate Social Responsibility developed
- The regional project expanded horizontally and vertically (two additional project developed, negotiated and funded; two additional countries included in the project".

**Output 2: Integrated model of employment generation in the framework of social economy with replicable approaches and knowledge customized to the needs of RBEC countries.** The targets for this output are:

- Set of functioning models of social economy support systems in Poland elaborated and their feasibility analyzed
- Local Social Economy center established and operational to provide advisory services on developing social economy initiatives at local level
- Social economy and business collation established to promote Corporate Social Responsibility (CSR) among social economy entities
- 25 local partnerships for social economy established

**Output 3: Improved capacity of rural schools to provide marketable skills for modern rural economy with replicable approaches and knowledge customized to the needs of RBEC countries.** The targets for this output are:

- The profile of existing deficits in the area of rural development education analyzed
- Capacity of the current rural schools system to meet the demand for modern education assessed
- Pilot group of rural schools have new teaching approaches adopted
- Training materials and qualification modules developed

**Output 4: Develop cooperation centre for Contemporary India Research and Studies.** The targets for this output are:

- An MA program (taught in English) in Contemporary India developed and implemented,
- Innovative interdisciplinary courses launched,

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<sup>4</sup> The detailed description of the baseline and the output indicators is provided in the RRF

- Research projects on Contemporary India conducted,
- Academic network for knowledge dissemination.

## 5. Results and Resources Framework

**Intended Outcome as stated in the Regional Programme Results and Resource Framework:** Increased civic engagement in human development initiatives (including pro-poor policy dialogue and advocacy) in the region

**Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets:**

**Indicator:** 1. The legal environment and CSO sustainability improves in a minimum of three CIS countries (as measured by the USAID NGO sustainability index, CIVICUS CSI, and other assessment tools); 2. Increase in number of independent think tanks participating in the economic policy research and advise that contribute to the achievement of the MDGs; 3. The legal framework for establishing of social enterprises is improved and successful pilots are implemented and tested. **Baseline:** 1. Several countries in the region have poor quality civic environments (i.e. - lack of basic freedoms such as association, voice, or movement) or have recently initiated restrictive laws (i.e. - prohibition of foreign funding for NGOs); 2. In the region, especially in the low and middle income countries, capacity of Economic Policy Institutes is weak and underdeveloped. The paucity of viable think tanks has its negative effect on the quality of national policy making; 3. High unemployment rates (between 15%-40%) in the region with limited contribution of civil society organizations to increasing new jobs. **Target:** 2. **2010 - a)** at least 10 quality policy research works are produced by independent think-tanks with the support of UNDP b) maintenance of a regional policy support network with wide representation (20 think tanks or 200 individuals); 3. **2010 -** To support creation of enabling environment for social enterprise development in at least two countries with particular focus on scalable pilots targeting vulnerable groups hit by the financial crisis and implementing it in a concerted manner with other relevant initiatives in the area of micro-finance and rural development

**Applicable Key Result Area (from 2008-11 Strategic Plan):** Promoting inclusive growth, gender equality and achievement of internationally agreed development goals, including MDG's

**Partnership Strategy:** UNDP CO's, European Commission, National governments and agencies, nongovernmental organizations, private sector and other donors.

**Project title and ID (ATLAS Award ID):** To be determined.

INTENDED OUTPUTS, output indicators and baseline	OUTPUT TARGETS FOR 2009-2010	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1: Platform for		Activity 1. Management of the	UNDP BRC	\$300 000,00

<p><b>regional exchange of knowledge in social innovation and poverty reduction established and new programmatic areas developed in middle income countries in the region</b></p> <p><u>Baseline:</u></p> <ol style="list-style-type: none"> <li>1. knowledge on social innovation is scattered and not sufficiently operationalized and the regional exchange of knowledge is missing;</li> <li>2. existing programmatic opportunities in terms of access to EU Structural Funds are not being utilized by UNDP in full</li> </ol> <p><u>Indicators:</u></p> <p>1A number of knowledge exchanges in the network</p> <p>1B number of active members of the regional knowledge exchange network</p> <p>2 number of new projects funded from ESF and implemented by UNDP</p>	<p>2010:</p> <ol style="list-style-type: none"> <li>1. <i>Regional knowledge exchange network on social innovation operational</i></li> <li>2. <i>One additional project on social innovation (output) added to the umbrella regional project</i></li> </ol>	<p>knowledge in social innovation and poverty reduction generated by the regional project and its sharing with partners in the region as basis for new programmatic areas developed</p> <ol style="list-style-type: none"> <li>1.1 Organize project development team</li> <li>1.2. Develop activities to consolidate experience and distill knowledge</li> <li>1.3. Establish regional exchange on social innovation and social cohesion</li> <li>1.4. Develop and propose new programmatic areas on social innovation involving new partners in the region</li> </ol>	<p>(project staff, project office, travel, consultants)</p>
		<p><b>Activity 2. Establish CSR Performance Assessment and Monitoring Systems project</b></p> <ol style="list-style-type: none"> <li>2.1. Coordinate the work of the teams</li> <li>2.2. Provide linkages to other CSR networks and activities relevant for the project</li> </ol>	<p>UNDP BRC (Project Implementation Unit Poland)</p>
<p><b>Output 2: Integrated model of employment generation in the framework of social economy</b></p>		<p>Activity 1: Analysis of functioning models of social economy support systems in Poland and countries of the</p>	<p>UNDP BRC (Project Implementation Unit Poland)</p>
			<p>\$59 322,03 (consultants)</p>

<p><b>with replicable approaches and knowledge customized to the needs of RBEC countries</b></p> <p><u>Baseline:</u></p> <ol style="list-style-type: none"> <li>1. a vision of social economy and its role in poverty reduction is still vague;</li> <li>2. the employment capacity of social enterprises are not being utilized in full due to insufficient knowledge about social enterprises and other ways of “responsible” entrepreneurship</li> </ol> <p><u>Indicators:</u></p> <ol style="list-style-type: none"> <li>1. number of analytical documents on social economy and poverty reduction</li> <li>2A number of development strategies referring to social economy as a tool for social inclusion</li> <li>2B number of knowledge products on using social enterprises as employment generators</li> <li>2C Number of seminars held by the local social economy center in east Poland</li> </ol>	<p>2009:</p> <p><i>1 One analysis of the barriers and opportunities for social enterprises establishment</i></p> <p>2010:</p> <p><i>2A Social economy used/referred to as a tool for social inclusion in development strategies in at least two countries of RBEC region</i></p> <p><i>2B Two knowledge products addressing specific aspects of running social enterprises for vulnerable populations</i></p> <p><i>2C Two seminars on “How to establish social enterprise” held by the local social economy center in east Poland</i></p>	<p>region</p> <ol style="list-style-type: none"> <li>1.1 Consultants to develop methodology</li> <li>1.2 Desk research and field research</li> </ol> <p><b>Activity 2.</b> Establishment of local social economy center in east Poland (Lublin)</p> <ol style="list-style-type: none"> <li>2.1 Personnel</li> <li>2.2 Seminars and meetings for social economy entities in region.</li> <li>2.3 Network of social economy entities in Center area</li> <li>2.4 International conference on social economy in 2011</li> <li>2.5 Development of projects on social economy cooperation between Poland and Ukraine/Belarus</li> </ol> <p><b>Activity 3.</b> Development of social economy and business collation promoting Corporate Social Responsibility (CSR) among social economy entities</p> <ol style="list-style-type: none"> <li>3.1 Coalition specialist</li> <li>3.2 Meetings of coalition participants</li> <li>3.3 System of Business Angels supporting social economy entities</li> <li>3.4 Competition for private enterprise</li> </ol>	<p><i>UNDP BRC (Project Implementation Unit Poland)</i></p> <p><i>UNDP BRC (Project Implementation Unit Poland)</i></p>	<p>\$521 368,56 (project staff, local social economy centre staff, trainings, travel, workshop, consultants)</p> <p>\$165 644,17 (consultants)</p>
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<p>2D Number of events held by business coalitions to promote Corporate Social Responsibility (CSR) among social economy entities</p> <p>2E Number of local partnerships on social economy established</p> <p>2F Number of people trained/capacitated during study tours</p>	<p>2D Two events held to promote Corporate Social Responsibility (CSR) among social economy entities</p> <p>2E 8 (out of the 25 envisaged for the entire project cycle) local partnerships for social economy established</p> <p>2F 30 persons trained/capacitated during study tours on good practices in social economy for poverty reduction</p>	<p><b>Activity 4.</b> Local partnerships for social economy</p> <p>4.1 Personnel</p> <p>4.2 Workshops and seminars in communities.</p> <p>4.3 Study tours and internships.</p> <p><b>Activity 5.</b> Study tours for social economy stakeholders</p> <p>5.1 Organize 6 study tours for social economy stakeholder to other countries.</p> <p><b>Activity 6.</b> Project coordination</p> <p>6.1 Project manager and project staff</p> <p>6.2 Coordination of activities and development of financial and essential reporting system</p> <p>6.3 Office costs and supporting costs (rent, telephones etc)</p>	<p>UNDP BRC (Project Implementation Unit Poland)</p>	<p>\$704 229,07 (workshops, seminars, study tours, travel, project staff, consultants)</p>
<p><b>Output 3: Improved capacity of rural schools to provide marketable skills for modern rural economy with replicable approaches and knowledge customized to the needs of RBEC countries</b></p> <p><u>Baseline:</u></p> <p>1. rural schools don't provide the</p>	<p>2010: 1A 5 rural schools that have adopted new teaching</p>	<p><b>Activity 1.</b> Project coordination</p> <p>1.1 Project manager and project staff</p> <p>1.2 Office costs and supporting costs (rent, telephones etc)</p>	<p>UNDP BRC (Project Implementation Unit Poland)</p>	<p>\$209 344,89 (project staff, project office operation, travel)</p>

<p>necessary skill and vocational training to the people in the area of rural economy;</p> <p>2. young people are not prepared well for the challenges of modern rural development</p> <p><u>Indicators:</u></p> <p>1A number of rural schools that have adopted new teaching approaches</p> <p>1B number of courses and qualification modules developed, which provide students with marketable skills</p> <p>2. number of students enrolled in the new courses designed under this project</p>	<p><i>approaches</i></p> <p><i>1B 7 courses and qualification modules developed</i></p> <p><i>2 60 students enrolled in the new courses designed under this project</i></p>	<p><b>Activity 2.</b> Development of system of project promotion and dissemination</p> <p>2.1 International conferences on Agriculture schools (2)</p> <p>2.2 Organization of promotion actions (gadgets, sponsored articles etc)</p> <p>2.3 Development of final report from project implementation with recommendation for governments.</p>	<p><i>UNDP BRC (Project Implementation Unit Poland)</i></p>	<p>\$187 847,46</p> <p>(conference, travel, consultants, project staff)</p>
<p><b>Output 4: Develop cooperation centre for Contemporary India Research and Studies</b></p> <p>Baseline:</p> <ol style="list-style-type: none"> <li>1. There is lack of cooperation between Poland and Asian countries</li> <li>2. Young scientist from Poland are not well prepared to cooperate with scientist from Asian</li> </ol>	<p>2010</p> <p><i>1A. 2 study tours organized from India to Poland and Poland to India</i></p>	<p><b>Activity 1.</b> Implement the project</p> <p>1.1 Publications</p> <p>1.2 Cost of conferences/seminars</p> <p>1.3 Organizes visibility actions</p> <p>1.4 Project Coordination</p>	<p><i>UNDP BRC (Project Implementation Unit Poland)</i></p>	<p>\$150 000,00</p> <p>(conference, travel, consultants, publications, project staff)</p>

<p>countries.</p> <p><u>Indicators :</u></p> <p>1A. Number of study tours from India to Poland and Poland to India</p> <p>2A. Number of joint publications</p> <p>2B. Number of students enrolled in the project activities</p>	<p>2A. 4 joint publications published</p> <p>2B. 20 students enrolled in the project activities</p>		
<p><b>General management and oversight</b></p>		<p>Indirect cost charged to the project for overall management and oversight from BRC side. This amount should cover the costs of the National Officer (the part of his/her working time devoted to the regional project implementation)</p>	<p>UNDP BRC</p> <p>\$189 729,49</p>
<p><b>Total</b></p>			<p>\$2 973 150,42</p>



## 6. 2009 Annual Work Plan<sup>5</sup>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (per activity result)
Output 1: Platform for regional exchange of knowledge in social innovation and poverty reduction established and new programmatic areas developed in middle income countries in the region	<p><b>Activity 1</b></p> <p>1.1 Organize project development team</p> <p>1.2. Develop activities to consolidate experience and distil knowledge</p> <p>1.3. Establish regional exchange on social innovation and social cohesion</p> <p>1.4. Develop and propose new programmatic areas on social innovation involving new partners in the region</p> <p><b>Activity 2</b></p> <p>2.1. Coordinate the work of the teams</p> <p>2.2. Provide linkages to other CSR networks and activities relevant for the project</p>				X	UNDP BRC	Donor COs Other (tbd)	71200/71600	\$60 000,00
Output 2: Integrated model of employment generation in the framework of social economy with replicable approaches and knowledge customized to the needs of RBEC	<p><b>Activity 1</b></p> <p>1.1 Consultants to develop methodology</p> <p>1.2 Desk research and field research</p> <p><b>Activity 2</b></p> <p>2.1 Personnel - Project staff</p>				X		Donor (EC)	71405	\$8 000
					X			71405	\$13 559,32
					X			71405	\$13 830,51

<sup>5</sup> A WPs for further years will be developed by the Project Manager and approved by the Project Executive via the HD Advisor.



<p>Output 3: Improved capacity of rural schools to provide marketable skills for modern rural economy with replicable approaches and knowledge customized to the needs of RBEC countries</p>	<ul style="list-style-type: none"> <li>- Project staff</li> <li>- IT Equipment</li> <li><b>4.3 Study tours and internships.</b></li> <li>- Travel DSA</li> <li>- Professional services</li> <li><b>Activity 6</b></li> <li><b>6.1 Project manager and project staff</b></li> <li>- Project manager</li> <li>- Project staff</li> <li><b>6.2 Coordination of activities and development of financial and essential reporting system</b></li> <li>- Audit</li> <li>- Consultants local</li> <li><b>6.3 Office costs and supporting costs (rent, telephones etc)</b></li> <li>- Rent and other maintenance</li> <li>- IT Equipments</li> <li>- Travel (DSA)</li> <li>- Furniture</li> <li>- Office machinery</li> </ul>						<p>72815</p> <p>71615 74100</p> <p>71100 71405</p> <p>74100 71310</p> <p>73405 72815 71615 72220 72205</p>	<p>\$4 881,32</p> <p>\$4 576,27 \$0</p> <p>\$15 254,24 \$11 186,44</p> <p>\$0,00 \$8 474,58</p> <p>\$6 797,00 \$7 627,12 \$1 016,95 \$2 542,37 \$3 389,83</p>
<p>Output 3: Improved capacity of rural schools to provide marketable skills for modern rural economy with replicable approaches and knowledge customized to the needs of RBEC countries</p>	<ul style="list-style-type: none"> <li><b>Activity 1</b></li> <li><b>1.1 Project manager and project staff</b></li> <li>- Project manager</li> <li>- Project staff</li> <li><b>1.2 Office costs and supporting costs (rent, telephones etc)</b></li> <li>- Rent and other maintenance</li> <li>- IT Equipment</li> <li>- Travel (DSA)</li> <li>- Furniture</li> <li>- Office machinery</li> </ul>	<p>X</p>	<p>X</p>	<p>UNDP BRC (Project Implementation Unit Poland) for</p>	<p>Donor (ESF) for all budget</p>	<p>71100 71405</p> <p>73405 72815 71615 72220 72205</p>	<p>\$9 762,71 \$4 881,36</p> <p>\$4 531,32 \$2 542,37 \$1 220,34 \$2 542,37 \$3 389,83</p>	

	<p><b>Activity 2</b></p> <p><b>2.1 International conferences on Agriculture schools (2)</b></p> <p>2. Consultants international</p> <p>7. Consultants</p> <p>8. Rent conferences and seminars</p> <p>8.Sundry</p> <p><b>2.2 Organization of promotion actions (gadgets, sponsored articles etc)</b></p> <p>- Promotion materials and distribution</p> <p>- Other media costs</p> <p><b>2.3 Development of reports from project implementation with recommendation for governments.</b></p> <p>- Printing and Publication</p> <p>- Postage/pouch</p> <p>- Translation</p>				lines of Output 3	<p>71210</p> <p>71405</p> <p>73105</p> <p>74525</p> <p>74215</p> <p>74225</p> <p>74210</p> <p>72430</p> <p>74220</p>	<p>\$1 440, 68</p> <p>\$4 881,36</p> <p>\$1 355,93</p> <p>\$1 389,83</p> <p>\$8 474,58</p> <p>\$11 016,95</p> <p>\$2 542,37</p> <p>\$237,29</p> <p>\$1 694,92</p>
<p><b>Output 4: Develop cooperation centre for Contemporary India Research and Studies</b></p>	<p><b>Activity 1. Implement the project</b></p> <p>1.1 Publications</p> <p>1.2 Cost of conferences/seminars</p> <p>1.3 Organizes visibility actions</p> <p>1.4 Project Coordination</p>	X	BRC	<p>UNDP (Project Implementation Unit Poland) for entire Output 4</p>	<p>74210</p> <p>73105</p> <p>74225</p> <p>71405</p>	<p>\$0</p> <p>\$0</p> <p>\$0</p> <p>\$0</p>	
<b>TOTAL Activities</b>							<b>\$282 836,81</b>

General management and oversight		\$19,549
TOTAL		\$302,385.96

## 7. Summary of the budget

Project budget summary					
Years	Output 1 - Project development and CSR monitoring	Output 2 - Social economy	Output 3 - Rural schools	Output 4: Contemporary India Centre	Total SI Regional project cost
	A	B	C	D	E=A+B+C+D
2009	\$68 000,00	\$152 932,59	\$61 904,21		\$282 836,81
2010	\$68 000,00	\$535 803,39	\$85 084,75	\$140 000	\$828 888,14
2011	\$60 000,00	\$521 817,29	\$84 576,27		\$666 393,56
2012	\$60 000,00	\$356 664,76	\$84 576,27		\$501 241,03
2013	\$60 000,00	\$353 010,54	\$81 050,85		\$494 061,39
<b>TOTAL</b>	<b>\$316 000,00</b>	<b>\$1 920 228,58</b>	<b>\$397 192,35</b>		<b>\$2 773 420,93</b>
General management oversight	0	\$126 378,31	\$63 351,19	\$10 000	199 729,49
<b>Total project components' costs</b>	<b>\$316 000,00</b>	<b>\$2 046 606,88</b>	<b>\$460 543,54</b>	<b>\$150 000</b>	<b>\$2 973 150,42</b>

## 8. Management Arrangements

The "Social Innovation" regional project will be implemented by Bratislava Regional Centre within the delegated by the UNDP Associate Administrator Direct Execution (DEX) authority, in accordance with the programming framework defined for all projects under the regional programme. The project will be managed by the **Social Innovation Umbrella Project Manager** who will undertake the following management activities:

- Provide support in the area of knowledge codification
- Organization of kick-off meeting, regular management and technical meetings, review preparation meetings, project reviews/audits and conference calls.
- Co-ordination of all activities within the project, including budget monitoring.
- Ensuring that the project work program is maintained.
- Serving as a channel for submitting all relevant documents for the Project Board and for general liaison with the donor, UNDP country offices and RBEC NY on the project matters.
- Coordination and exchange of information with Project coordinators of the individual projects;
- Organization of the Project Board meetings.
- In cooperation with individual project coordinators, preparation and maintenance of the project workplan, preparation of the project agreements.

- Consultation with the UNDP Office of Legal and Procurement Support, BOM/NY.
- Drafting TORs/Requests for Information/Proposals.
- Preparation of quarterly reports with monitoring of the project milestones, ongoing tasks and resource consumption in line with the M&E Monitoring Tool.
- Preparation of annual progress reports with monitoring of the project milestones, ongoing tasks and resource consumption.
- Preparation of project interim and final report.
- Updating the project-related information in Atlas.

Project activities implementation will be facilitated by the UNDP BRC Project Implementation Unit in Poland. The Project Implementation Unit is an **extended functionality and integral part of the regional program implemented by the BRC** (detailed description of the Project Implementation Unit is in the Annex). It should consist of

- (1) National Officer who will also be the SI Umbrella project manager. In that capacity the National Officer will:
  - a. Manage the implementation of the SI Umbrella project acting as the head of the Project Implementation Unit supervising individual project teams
  - b. Coordinate the entire structure
  - c. Develop the project portfolio expanding it to other programmatic areas
- (2) Individual project coordinators (one for the rural schools, another social economy - with every new project adding a new manager)
  - a. Managing the implementation of individual projects
  - b. Directly supervising the project implementation teams
  - c. Actively contribute to project development in their area of expertise
- (3) Support staff
  - a. technical and administrative assistance
  - b. finance
  - c. accountant.

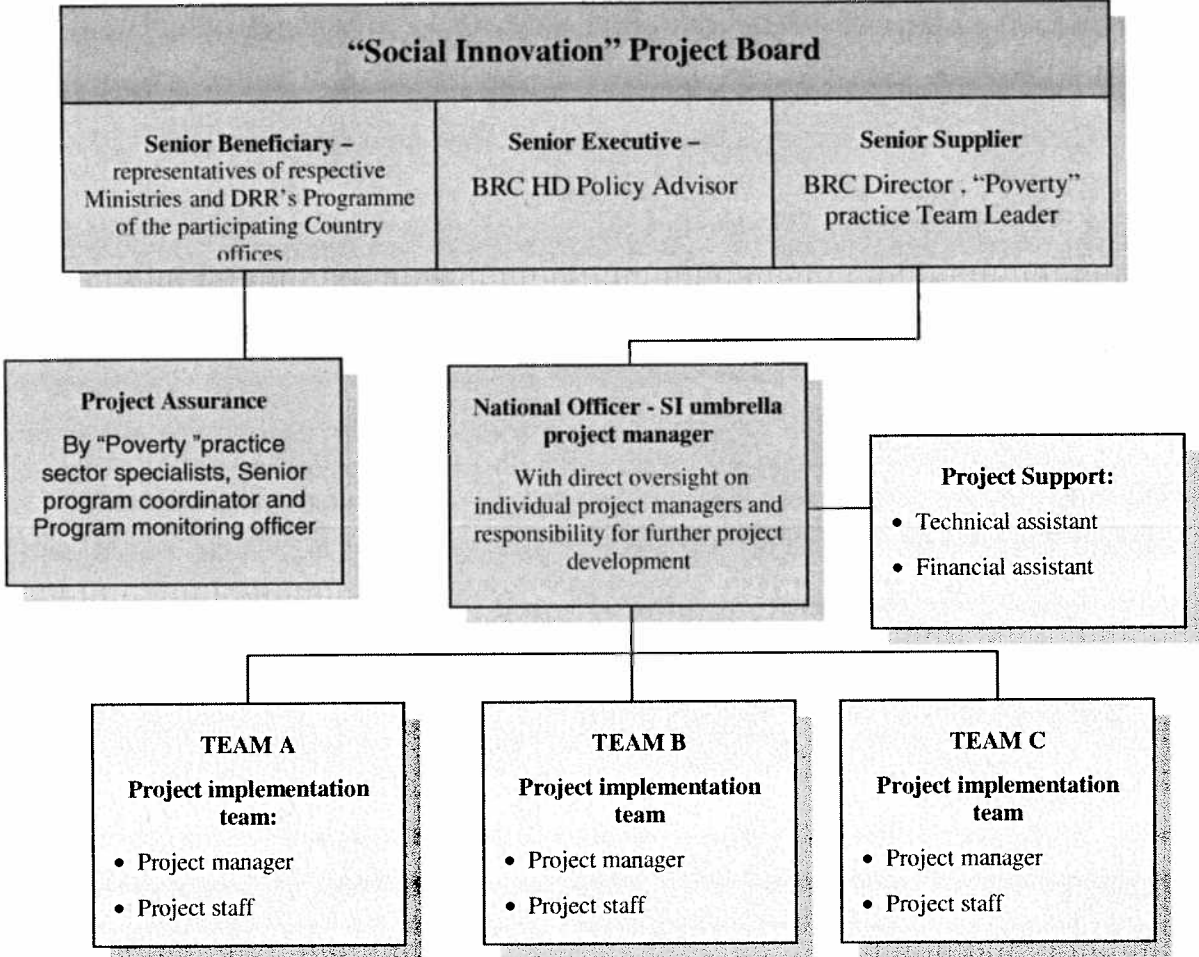
The TORs for project personnel will be further developed with the contractual modalities following the UNDP standards for positions classification. In particular, the exact scope of responsibilities of the Project manager and the National Officer will be revised after the initial period of project implementation. At the initial stage the two functions – Project Management (responsible for ongoing management of the project) and National Officer (responsible for developing the project portfolio and the direct oversight of the implementation team) – will be combined in one post (60% of the time devoted to regional project management and 40% devoted to program portfolio development). The position will be based in Warsaw with one-week per month commuting to Bratislava (during non-travel weeks periods). Once the project portfolio of the Project Implementation Unit expands beyond certain threshold, the two functions – SI Umbrella Project Management and “National Officer” – will be split between two positions and a separate project manager will be hired (financed from the indirect costs of management and direct management costs budgeted in newly-negotiated projects). The Project Manager will be based in Bratislava and the National Officer will be based in Warsaw.

Given the high share of knowledge management responsibilities under the Regional Project Manager, his/her scope of responsibilities should be also coordinated with the regional Knowledge Management Advisor.

The “Social Innovation” regional project integrates knowledge-related components of several individual projects (three at this point, more in negotiation). Individual projects have their

managerial structure as requested by ESF rules and regulations. UNDP BRC will be represented in the Steering Committees of each project by the National Officer overseeing the implementation of the individual projects.

Below is organigram of the “Social Innovation” project in which the “Project Implementation Unit in Poland” components are the boxes highlighted in light green.



A Project Board will be established to take responsibility for making strategic direction on the Social Innovation project decisions and executive management decisions for a project when guidance is required by the SI Umbrella Project manager, including approval of project revisions. The Project Board will be comprised of the BRC Director and BRC Poverty Practice team leader (Senior Supplier), representatives of respective Ministries and COs in countries involved in the project (Senior Beneficiary) and BRC HD advisor (Senior Executive). The regional Project will have a separate project manager – Social Innovation Umbrella Project Manager.

- (a) **Executive role** will be performed by the BRC’s HD Advisor who has the substantial technical expertise to guide the project.
- (b) **Senior Supplier** role will be held by the BRC Director and BRC poverty practice team leader;
- (c) **Senior beneficiary** role will be held by 3 DRR’s Programme of the participating Country Offices to ensure that the project serves the interest of their national stakeholders.



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## 9. 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 SI Umbrella Project Manager in cooperation with the Project coordinators to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, 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 SI Umbrella 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 SI Umbrella 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.

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## 10. 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. To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".

<b>OUTPUT 1: Platform for regional exchange of knowledge in social innovation and poverty reduction</b>
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established and new programmatic areas developed in middle income countries in the region.		
<b>Activity Result 1</b> (Atlas Activity ID)	<i>Project development</i>	Start Date: 01.09.2009 End Date: 31.10.2013
<b>Purpose</b>	<i>Development of the new projects and partnerships in frame of social innovation.</i>	
<b>Description</b>	1.1 Organize project development team 1.2. Develop activities to consolidate experience and distil knowledge 1.3. Establish regional exchange on social innovation and social cohesion 1.4. Develop and propose new programmatic areas on social innovation involving new partners in the region	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Performance of Consultants and project development team	SSA/SC Evaluation form	End of each year
Quality evaluation, feedback from partners (CO's), results of application evaluations	Evaluations, comments, ranking lists	Regular basis

<b>OUTPUT 1:</b> Platform for regional exchange of knowledge in social innovation and poverty reduction established and new programmatic areas developed in middle income countries in the region.		
<b>Activity Result 2</b> (Atlas Activity ID)	<i>CSR project coordination</i>	Start Date: 01.09.2009 End Date: 31.12.2010
<b>Purpose</b>	<i>Development part of regional report on Corporate social responsibility</i>	
<b>Description</b>	2.1. Coordinate the work of the teams 2.2. Provide linkages to other CSR networks and activities relevant for the project	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Performance of Consultants	SSA/SC Evaluation form	End of each year

<b>OUTPUT 2:</b> Integrated model of employment generation in the framework of social economy with replicable approaches and knowledge customized to the needs of RBEC countries.		
<b>Activity Result 1</b> (Atlas Activity ID)	<i>Analysis of functioning models</i>	Start Date: 06.09.2009 End Date:31.12.2010
<b>Purpose</b>	<i>Development methodology and final report on social economy support systems in European countries based on aggregate indicator.</i>	

<b>Description</b>	1.1 Consultants to develop methodology 1.2 Desk research and field research	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Performance of Consultants	SSA/SC Evaluation form	End of each year
Performance of professional services	Contract evaluation	End of contract

<b>OUTPUT 2: Integrated model of employment generation in the framework of social economy with replicable approaches and knowledge customized to the needs of RBEC countries</b>		
<b>Activity Result 2 (Atlas Activity ID)</b>	<i>Local social economy center</i>	Start Date: 06.09.2009 End Date:31.12.2013
<b>Purpose</b>	Development support system for social economy entities in the region.	
<b>Description</b>	2.1 Personnel 2.2 Seminars and meetings for social economy entities in region. 2.3 Network of social economy entities in Centre area 2.4 International conference on social economy in 2011 2.5 Development of projects on social economy cooperation between Poland and Ukraine/Belarus	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Performance of Consultants and project staff	SSA/SC Evaluation form	End of each year
Number of conference participants and conference evaluation	Evaluation survey	Conference
Proposal for ENPI programme on social economy cooperation between Poland and Ukraine/Byelorussia	Final proposal	End of 2011

<b>OUTPUT 2: Integrated model of employment generation in the framework of social economy with replicable approaches and knowledge customized to the needs of RBEC countries</b>		
<b>Activity Result 3 (Atlas Activity ID)</b>	<i>Social economy and business collation</i>	Start Date: 06.09.2009 End Date:31.12.2013
<b>Purpose</b>	Development of social economy and business coalition to support linkages between social economy and market	
<b>Description</b>	3.1 Coalition specialist 3.2 Meetings of coalition participants	

	3.3 System of Business Angels supporting social economy entities 3.4 Competition for private enterprise	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Performance of Consultants and project staff	SSA/SC Evaluation form	End of each year
Number of coalition and seminars participants	Evaluation surveys	End of each seminar

<b>OUTPUT 2: Integrated model of employment generation in the framework of social economy with replicable approaches and knowledge customized to the needs of RBEC countries</b>		
<b>Activity Result 4 (Atlas Activity ID)</b>	<i>Local partnerships for social economy</i>	Start Date: 06.09.2009 End Date:31.12.2013
<b>Purpose</b>	Development of strong and vital social economy entities at local level	
<b>Description</b>	4.1 Personnel 4.2 Workshops and seminars in communities. 4.3 Study tours and internships.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Performance of Consultants and project staff	SSA/SC Evaluation form	End of each year
Number of seminars and study tours participants	Evaluation surveys	End of each seminar

<b>OUTPUT 2: Integrated model of employment generation in the framework of social economy with replicable approaches and knowledge customized to the needs of RBEC countries</b>		
<b>Activity Result 5 (Atlas Activity ID)</b>	<i>Study tours</i>	Start Date: 06.09.2009 End Date:31.12.2013
<b>Purpose</b>	Increase understanding of social economy in key stakeholders groups	
<b>Description</b>	5.1 Organize 6 study tours for social economy stakeholder to other countries.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Performance of Consultants	SSA/SC Evaluation form	End of each year
Study tour evaluation	Evaluations surveys	End of study tour

<b>OUTPUT 2: Integrated model of employment generation in the framework of social economy with replicable approaches and knowledge customized to the needs of RBEC countries</b>		
<b>Activity Result 6 (Atlas Activity ID)</b>	<i>Project coordination</i>	Start Date: 06.09.2009 End Date: 31.12.2013
<b>Purpose</b>	Successful implementation of project	
<b>Description</b>	6.1 Project manager and project staff 6.2 Coordination of activities and development of financial and essential reporting system 6.3 Office costs and supporting costs (rent, telephones etc)	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Performance of Consultants and project staff	Contracts evaluations forms	End of each year

<b>OUTPUT 3: Improved capacity of rural schools to provide marketable skills for modern rural economy with replicable approaches and knowledge customized to the needs of RBEC countries.</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Project coordination</i>	Start Date: 01.09.2009 End Date: 31.10.2013
<b>Purpose</b>	<i>Successful implementation of project</i>	
<b>Description</b>	1.1 Project manager and project staff 1.2 Essential coordination of partner activities 1.3 Development of project on agriculture schools system in Europe (agriculture schools network) 1.4 Office costs and supporting costs (rent, telephones etc)	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Performance of Consultants and project staff	Contracts evaluations forms	End of each year

<b>OUTPUT 3: Improved capacity of rural schools to provide marketable skills for modern rural economy with replicable approaches and knowledge customized to the needs of RBEC countries.</b>		
<b>Activity Result 2 (Atlas Activity ID)</b>	<i>Project promotion and dissemination</i>	Start Date: 01.09.2009 End Date: 31.10.2013
<b>Purpose</b>	Information about project partnership and purpose disseminated and promoted.	

<b>Description</b>	2.1 International conferences on Agriculture schools (2) 2.2 Organization of promotion actions (gadgets, sponsored articles etc) 2.3 Development of final report from project implementation with recommendation for governments.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Performance of Consultants and project staff	SSA/SC Evaluation form	End of each year
Number of conference participants and conference evaluation	Evaluation survey	Conferences

## **11. Legal context and general responsibilities of the UNDP and Government(s)**

This regional project document shall be the 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. Below are the general responsibilities of the Governments and the UNDP that are accepted by the UNDP and the Governments even in case of the absence of the SBAA:

1. All phases and aspects of UNDP assistance to this regional project shall be governed by and carried out in accordance with the relevant and applicable resolutions and decisions of the competent United Nations organs and in accordance with UNDP'S policies and procedures for such projects, and subject to the requirements of the UNDP Monitoring, Evaluation and Reporting System.
2. The Governments participating in this project shall remain responsible for this UNDP-assisted development project and the realization of its objectives as described in this Project Document.
3. Assistance under this Project Document being provided for the benefit of the Governments and the people of the particular countries and the Governments shall bear all risks of operations in respect of this project.
4. The UNDP undertakes to complement and supplement the Governments participation and will provide the required expert services, training, equipment and other services within the funds available to the project.
5. Upon commencement of the project the UNDP shall assume primary responsibility for project execution.
6. Part of the Government's participation will take the form of a cash contribution to UNDP.

### **(a) Participation of the Government(s)**

1. The Governments shall provide to the project the services, equipment and facilities in the quantities and at the time specified in the Project Document. Budgetary provision, either in kind or in cash, for the Government's participation so specified shall be set forth in the Project Budgets.
2. The Government shall delay any customs duties and other charges related to the clearance of project equipment, its transportation, handling, storage and related expenses within the country.

3. The Government shall make available to the project - subject to existing security provisions - any published and unpublished reports, maps, records and other data which are considered necessary to the implementation of the project.

4. Patent rights: copyright rights and other similar rights to any discoveries or work resulting from UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the Parties in each case, however, the Government shall have the right to use any such discoveries or work within the country free of royalty and any charge of similar cadre.

5. The services and facilities specified in the Project Document which are to be provided to the project by the Government by means of a contribution in cash shall be set forth in the Project Budget.

6. Payment of the above-mentioned contribution to the UNDP on or before the dates specified in the Schedule ornaments by the Government is a prerequisite to commencement or continuation of project operations.

**(b) Participation of the UNDP**

1. The UNDP shall provide to the project the services, equipment and facilities described in the Project Document.

2. The UNDP will contract personnel as per its rules. The Project Manager shall supervise the experts and other personnel assigned to the project, and the on-the-job training. He/she shall be responsible for the management and efficient utilization of all UNDP-financed inputs, including equipment provided to the project.

3. The UNDP shall assign international staff and other personnel to the project as specified in the Project Document, select candidates for fellowships and determine standards for its personnel.

4. Fellowships shall be administered in accordance with the fellowships regulations of the UNDP.

5. The UNDP may execute part or all of the project by subcontracts. The selection of subcontractors shall be made by UNDP in accordance with its procedures.

6. All material, equipment and supplies which are purchased from the project resources will be used exclusively for the execution of the project, and will remain the property of the UNDP unless otherwise decided by the UNDP.

7. Arrangements may be made, if necessary, for a temporary transfer of custody of equipment to authorities during the life of the project, without prejudice to the final transfer.

8. Prior to completion of UNDP assistance to the project, the Parties shall consult as to the disposition of all project equipment. Title to such equipment shall normally be transferred to the Government, or to an entity nominated by the Government, when it is required for continued operation of the project or for activities following directly therefrom. The UNDP may, however, at its discretion, retain title to part or all of such equipment.

9. At an agreed time after the completion of UNDP assistance to the project, the Government and the UNDP, shall review the activities continuing from or consequent upon the project with a view to evaluating its results.

10. The UNDP as the executing agency of this regional project shall:

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

11. None of the UNDP funds received pursuant to the Project Document are to be 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.

**(c) Rights. Facilities. Privileges and Immunities**

1. In accordance with the Agreements concluded by the United Nations (UNDP) and the Governments conceding the provision of assistance by UNDP, the personnel of UNDP and other United Nations organizational associated with the project shall be accorded rights, facilities, privileges and immunities specified in said Agreements.
2. The Governments shall grant UN volunteers if such services are requested by the Government, the same rights, facilities, privileges and immunities as are granted to the personnel of UNDP.
3. The UNDP's contractors and their personnel (except nationals of the host country employed locally) shall:
  - (a) Be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project;
  - (b) Be immune from national service obligations;
  - (c) Be immune together with their spouses and relatives dependent on them from immigration restrictions',
  - (d) Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project;
  - (e) Be accorded together with their spouses and relatives dependent on them the same repatriation facilities in the event of international crisis as diplomatic envoys.
4. All personnel of the UNDP's contractor shall enjoy inviolability for all papers and documents predating to the project.
5. The Governments shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organization which may be retained by the UNDP and on the personnel or any such (Firm or organization, except for nationals of the host country employed locally, in respect of:
  - (a) The salaries or wages earned by such personnel in the execution of the project;
  - (b) Any equipment, materials and supplies brought into the country for the purposes of the project or which, after having been brought into the country, may be subsequently withdrawn there from;
  - (c) Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and
  - (d) As in the case of concessions currently granted to UNDP's personnel, any property brought, including one privately owned automobile per employee, by the firms or organization or its personnel for their personal use or consumption or which after having been brought into the country, may subsequently be withdrawn there from upon departure of such personnel.
6. The Governments shall ensure:



(a) prompt clearance of experts and other persons performing services in respect of this project', and

(b) the prompt release from customs of:

(i) equipment, materials and supplies required in connection with this project', and

(ii) property belonging to and intended for the personal use or consumption of the personnel of the UNDP, its Executing Agencies, or other persons performing services on their behalf in respect of this project, except for locally recruited personnel.

7. The privileges and immunities referred to in the paragraphs above, to which such firm or organization and its personnel may be entitled, may be waived by the Executing Agency where, in its opinion or in the opinion of the UNDP, the immunity would impede the course of Justice and can be waived without prejudice to the successful completion of the project or to the interest of the UNDP or the Executing Agency.

8. Nothing in this Project Document or Annex shall be construed to limit the rights, facilities, privileges or immunities conferred in any other instrument upon any person, natural or juridical, referred to hereunder.

**(d) Suspension or termination of assistance**

1. The UNDP may by written notice to the Governments concerned suspend its assistance to any project if in the judgment of the UNDP any circumstance arises which interferes with or threatens to interfere with the successful completion of the project or the accomplishment of its purposes. The UNDP may, in the same or a subsequent written notice, indicate the conditions under which it is prepared to resume its assistance to the project. Any such suspension shall continue until such time as such conditions are accepted by the Governments and as the UNDP shall give written notice to the Government(s) that it is prepared to resume its assistance.

2. If any situation referred to in paragraph 1, above, shall continue for a period of fourteen days after notice thereof and of suspension shall have been given by the UNDP to the Government, then at any time thereafter during the continuance thereof, the UNDP may by written notice to the Government terminate the project.

3. The provisions of this section shall be without prejudice to any other rights or remedies the UNDP may have in the circumstances, whether under general principles of law or otherwise.

The Ministry of Labour and Social will be acting as coordinator of the endeavour on behalf of Polish Government. The project document will be officially endorsed through exchange of letters between MLSP and BRC. In the process of the project expansion to other countries, similar approach will be sought: endorsement of the project goals, principles and methodologies through exchange of letters between BRC and a line ministry in the respective country acting as coordinator of the initiatives under the project at national level (the ministry of labour or Economy, depending on the country's specifics).

This regional project document shall be operationally active after upon receipt of funding from the partners under individual thematic components.

## 12. Risk Analysis

Project Title: Social innovation in Europe and CIS Region					Award ID:			Date:	
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	The legal framework for non-SBAA countries is not agreed on time		Strategic (The project cannot take off)	The draft agreement with the national partners (individual ministries) are not signed I = 5; P = 1	Consultation with the Legal Office and communication of the strategic importance of defining a new framework for non-SBAA countries	Senior Executive	Project manager		
2	Implementing procedures are not clear and certain expenditures are not considered as eligible by the donor	Project design phase	Project can generate real losses	Envisaged financial estimates can be put under pressure I = 2; P = 2	Detailed instructions on costs eligibility will be developed and staff involved in the project implementation will be trained	Senior Supplier	Project manager		

3	Exchange rate losses emerge (funds held in PLN, accounted in USD)		Project can generate fictive but recorded losses (once recorded become real)	Envisaged financial estimates can be put under pressure I = 2; P = 1	Apply budget revisions on regular basis	Senior Supplier			
4	Economic downturn in region		Strategic (Partnerships failing to deliver)	Difficulties in project implementation and operations procedures I = 3; P = 3	Monitoring of economic indicators and on going project evaluation	Project Manager	Project Manager		
5	Difficulty in implementation of activities between partners		Strategic (Partnerships failing to deliver)	The success of project depends on good and effective cooperation between partners. I – 5; P = 3	Particular attention will be given to quality of project	Project Manager	Project Manager		

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## 13. Annex: Project Implementation Unit in Warsaw

Implementing UNDP RBEC regional projects with the project implementation unit located in Poland

### 1. Background

UNDP closed its country office in Poland effective January 2009. However it doesn't mean that UNDP should not further cooperate with national counterparts and benefit from the existing cooperation and partnership. The long (more than year and a half) discussions on establishing a Know How Hub devoted to issues of transition and cohesion are close to completion. Now, with 3 projects approved of total value so far 2,794,000 USD the perspective of establishing regional projects' implementation unit in Poland enters its practical implementation phase.

It should be stressed that the new presence however cannot – and should not – mean restoring the former country office. It means that new modalities need to be defined to reflect the new reality (presence in MIC; funding from EU structural fund; activities conducted in partnerships and concerted manner with other organizations; focusing on UNDP comparative advantages – knowledge management, regional networks, practice architecture, cross-sectoral approaches to contemporary development challenges). The current project is important exactly as a pilot of the possible role UNDP can play in the future in MIC countries and of the value added it can bring to the development process there.

The final agreement with partner ministries envisages **two stages** of the practical establishment of the Hub – starting the operations of the Hub as the **Projects' Implementation unit/office** in Warsaw and later that may gradually evolve (once financial situation improves and the Polish Government is able to devote directly budgetary funds) into the initially envisaged KHH.

The task for the moment is to define the institutional and administrative framework of the “project office” as a first step towards starting operations in Poland. Given its relevance in other MIC countries, the Project Implementation Unit in Warsaw can turn into a pilot to test a model potentially replicable elsewhere.

### 2. General provisions

The future UNDP presence in Poland will be materialized in the form of the regional projects **implemented directly by UNDP BRC (DEX) (under SVK10, B0574)**. This setting has been agreed with the Partnership Bureau – it confirmed that UNDP RBEC and UNDP BRC should play the leading role implementing activities in the country, independently or in cooperation with other parties.

The activities will be formulated in standard regional project format manner. From UNDP side this will be done within “Social Innovation” regional umbrella project (currently in final stages of formulation). For Polish Government side these will be individual projects funded from Polish ESF managed by different partner ministries. Individual thematic project components (projects from the perspective of the Polish Government) will be consequently added to the umbrella project in the future.

### 3. The role and nature of the “project office”

The “project office” is supposed to secure smooth implementation of the regional project activities implemented by UNDP BRC and funded from Polish ESF. It is **not an independent office** – it will not be hiring staff and signing contracts. These functions are performed by the BRC directly. The “project office” is the implementing arm of the “Social Innovation” regional umbrella project and as such provides first line of implementation and coordination as well as managerial oversight over the implementation process of its individual components. The Project Implementation Unit should:

- (1) coordinate the implementation of the Polish components of regional projects (they are thematically clustered around social inclusion and human development)
- (2) provide “First line” of managerial oversight and direct coordination of individual project managers' work and
- (3) develop future programmatic areas expanding the project portfolio (the scope of “Social Innovation” regional umbrella project).

The Project Implementation Unit is the **extended functionality of BRC**. It should consist of

- (1) National Officer coordinating the entire structure and developing the programmatic areas (at the initial stage of the project implementation the national Officer will be also playing the role of regional project manager)
- (2) Individual project coordinators (one for the rural schools, another social economy - with every new project adding a new manager)
- (3) Support staff (technical and administrative assistance, finance/ accountant).

Contract types of the unit should comply with the UNDP ICF requirements, as it is envisaged that the National Officer will have approval level 1 (up to USD 5K authority); finance assistant – FIN/TREAS rights. E-requisitions will be approved by project managers.

To facilitate implementation of projects it is required to open separate bank accounts for each project in PLN. This issue should be further followed up with UNDP TREAS, as only the HQs can open (and close) bank accounts. Bank reconciliation will be performed by the unit in Warsaw while the B2B reports on a monthly basis will be submitted for review and approval to the BRC RMU.

