



**PROJECT DOCUMENT**  
**Regional Project**

**Project Title:** Knowledge Management and Capacity Development in Russia-UNDP Partnership, Phase III

**Project Number:** 00140102

**Start Date:** 01 January 2022    **End Date:** 31 December 2025    **PAC Meeting date:** 10 December 2021

Brief Description
<p>The COVID-19 pandemic abruptly disrupted implementation towards many of the SDGs and, in some cases, turned back decades of progress. COVID-19 pandemic has further exacerbated development challenges faced by countries in the Europe and CIS region and beyond the region in various domains from health and employment to digital skills and climate change mitigation. This persistent challenge calls for increased international development collaboration, including by offering development solutions and expertise.</p> <p>Given the relevance of Russian expertise to various development challenges in the partner countries and constantly growing demand for such expertise, the Project provides demand-driven support offer with tangible solutions that were piloted during Phases I and II of the Project.</p> <p>The goal of the Knowledge Management and Capacity Development in Russia-UNDP Partnership, Phase III is to assist programme countries in solving development challenges, achieving sustainable development impact and improving the lives of the vulnerable populations by providing access to relevant, readily available, and diverse Russian expertise in several formats.</p> <p>The goal will be achieved through <b>three activities:</b>  <b>Activity 1. Provision of on-demand Russian expertise for specific development issues.</b>  <b>Activity 2. Provision of innovative solutions by Russian institutions (Russian Challenge Fund).</b>  <b>Activity 3. Strengthening the Russia-UNDP Partnership by increasing collaboration with think tanks, institutions, academia, and other organizations.</b></p>

<p><b>Contributing Outcome</b> (Regional Programme Document for Europe and the Commonwealth of Independent States (2022-2025):</p> <p><b>Outcome 1:</b> Structural Transformation Accelerated, Particularly Green, Inclusive and Digital Transitions</p> <p><b>Output 1.7:</b> Public and private financing for the achievement of the SDGs expanded at regional levels</p> <p><b>Output Indicator 1.7.1:</b> Amount (in US dollars) of public and private finance leveraged for the SDGs at regional level. (GEN2)</p>	<p><b>Total resources required, US\$:</b></p>	2,850,000
	<p><b>Total resources allocated, US\$:</b></p>	2,500,000
	Russia-UNDP Trust Fund for Development:	
	UNDP Country Offices parallel funding (estimate)	40,000
	UNDP in kind contribution by Country Offices (estimate)	60,000
	Russian Challenge Fund's parallel applicants co-financing (estimate)	160,000
	Moscow State Institute of International Relations (MGIMO) parallel funding (estimate)	45,000
the National Research University Higher School of Economics (HSE) parallel funding (estimate)	45,000	

Agreed by (signatures):

UNDP

Print Name: Gerd Trogemann, Manager, Istanbul Regional Hub, UNDP Regional Bureau for Europe and the CIS
Date:

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## I. DEVELOPMENT CHALLENGE

### GLOBAL CONTEXT

The COVID-19 pandemic abruptly disrupted implementation towards many of the SDGs and, in some cases, turned back decades of progress<sup>1</sup>. COVID-19 has led to the first rise in extreme poverty in a generation. An additional 119–124 million people were pushed back into extreme poverty in 2020.<sup>2</sup> Half of the global workforce – 1.6 billion people – support themselves and their families through insecure and often unsafe jobs in the informal economy, and have been significantly affected.<sup>3</sup>

The pandemic has exacerbated the roots of conflict like inequalities. Disproportional impact of the pandemic affected men and women in a different way. According to the recent UNDP-UNICEF report<sup>4</sup> negative effects of the pandemic jeopardize decades of hard-won gains in gender equality leaving women particularly vulnerable. Economic impacts on women are manifested in the job losses and rising poverty levels, while there are also other social impacts on women from the lockdown, such as the rise in domestic violence. The crisis also has negative impacts on access to schools, especially for populations that are poorly equipped with digital technologies.

The significant setback for the achievement of the SDGs is felt in all domains. An additional 70–161 million people are likely to have experienced hunger due to the pandemic in 2020. COVID-19 has wiped out 20 years of education gains.<sup>5</sup> More than 168 million children have lost a full year of education because of school closures due to COVID-19 lockdowns. Estimations of global growth by the IMF showed that 2021 GDP would contract by 6.5 percentage points compared to pre-COVID-19 projections,<sup>11</sup> with an acute impact on low-income households.<sup>6</sup> Socio-economic impact assessments undertaken by UN agencies show that the pandemic had a profound and disproportional impact on women and girls who have suffered higher rates of unemployment, gender gaps in equal access to professions, rising levels of home violence and a sharp increase in unpaid care and domestic work (70 percent of women surveyed in the ECA region reporting sharp increase in time spent in at least one domestic work activity, compared to 59 percent of men).<sup>7</sup> The only positive aspect is the reduction in environmental impacts: a key objective will be to restore economic activity without simply restoring old patterns of environmental degradation.<sup>8</sup>

### REGIONAL AND COUNTRY SPECIFIC CONTEXT

The outbreak of the COVID-19 pandemic has unleashed multiple shocks in the Commonwealth of Independent States (CIS), resulting in **economic decline in almost all countries**.<sup>9</sup>

At the end of 2020, using the \$3.20 a day poverty line, estimates suggest an **additional 2.2 million people may slip into poverty in the emerging and developing countries of the region**.

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<sup>1</sup> Hughes, B.B., Hanna, T., McNeil, K., Bohl, D.K., & Moyer, J.D. (2021). Pursuing the Sustainable Development Goals in a World Reshaped by COVID-19. Denver, CO and New York, NY: Frederick S. Pardee Center for International Futures and United Nations Development Programme.

<sup>2</sup> <https://unstats.un.org/sdgs/report/2021/The-Sustainable-Development-Goals-Report-2021.pdf>

<sup>3</sup> <https://unstats.un.org/sdgs/report/2020/The-Sustainable-Development-Goals-Report-2020.pdf>

<sup>4</sup> Progress at risk: Gender equality in COVID-19 response in Europe and Central Asia / United Nations Development Programme Istanbul Regional Hub Regional Bureau for Europe and the CIS, United Nations Children's Fund Europe and Central Asia Regional Office – 2021, URL: <https://www.eurasia.undp.org/content/rbec/en/home/library/gender-equality/gender-equality-covid-19-response-in-europe-and-central-asia.html>

<sup>5</sup> <https://unstats.un.org/sdgs/report/2021/The-Sustainable-Development-Goals-Report-2021.pdf>

<sup>6</sup> Abidoye, B., Felix, J., Kopto, S. & Patterson, L. (2021). Leaving No One Behind: Impact of COVID-19 on the Sustainable Development Goals (SDGs). New York, NY and Denver CO: United Nations Development Programme and Frederick S. Pardee Center for International Futures

<sup>7</sup> <https://www.eurasia.undp.org/content/rbec/en/home/library/gender-equality/gender-equality-covid-19-response-in-europe-and-central-asia.html>

<sup>8</sup> [https://s3.amazonaws.com/sustainabledevelopment.report/2020/2020\\_sustainable\\_development\\_report.pdf](https://s3.amazonaws.com/sustainabledevelopment.report/2020/2020_sustainable_development_report.pdf)

<sup>9</sup> [https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/WESP2021\\_CH3\\_EIT.pdf](https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/WESP2021_CH3_EIT.pdf)

The COVID-19 pandemic has hit **human capital** directly in Europe and Central Asia, adversely affecting both education and health. School closures may lead to learning losses equivalent to a third to a full year of schooling.<sup>10</sup>

The socio-economic impact assessments conducted by UNDP in the CIS region highlight the **pandemic's disproportionate impact** on those who were already suffering from structural vulnerabilities. These include inter alia<sup>11</sup>:

- labour migrants and others working in the informal sector including women (often without adequate health and social protection);
- women who are often excluded from decent and formal employment and are facing increases in domestic/gender-based violence and unpaid care work;
- children and youth whose developmental aspirations are colliding with softening labour markets and education systems' inability to replace in-class with remote learning;
- people with TB, HIV, and chronic non-communicable diseases who face heightened risks of exclusion from health services; and
- over-worked/under-paid health workers (many of whom are women) who have served as the region's first line of defence against (and too often the first victims of) the pandemic.

Some aspects of the crisis have **significant negative effects on women**. The crisis has reinforced gender inequalities across age, ethnicity and social groups. Taken together, the pandemic's impacts jeopardize the region's progress on economic and social development goals, particularly decades of hard-won gains in gender equality, and place at risk the fundamental aim of the 2030 Agenda for Sustainable Development to leave no one behind. Socio-economic impact assessments, undertaken by UN agencies to support governments in the region, show that the pandemic has had a profound and disproportional impact on women and girls. They have suffered higher rates of unemployment, rising levels of violence within the home and a sharp increase in unpaid care and domestic work. Women dominate in health sector employment (e.g., 78 percent in Kyrgyzstan), and they have had a strong presence among the ranks of 'frontline' workers and being more exposed to the risk of contagion. Women's labour force participation rates and employment rates remain below those of men in all Central Asian countries. The employment gap is particularly significant for women aged 20–34 years, the group most likely to leave formal employment to care for young children and infants. Significant wage gaps exist for those in paid employment. For example, in Tajikistan on average, women earn 34.6 percent less than men. This gap between men and women is likely to have widened even further due to the COVID-19 outbreak. Lockdowns have exacerbated the risk of violence, exploitation, and abuse against women. Increases in the incidence of domestic violence have been registered. In Kyrgyzstan, there were 2,319 cases of domestic violence reported in March 2020, 1,425 involving physical violence, 65 percent more than in the same period in 2019.<sup>12</sup>

National socio-economic vulnerabilities to COVID-19 are in many cases determined by the structure of the economy and demographic trends. In many countries (particularly in the Western Balkans and Eastern Europe), populations are shrinking and ageing—trends that exacerbate strains on social protection and health care systems. In others, however (particularly Azerbaijan and in Central Asia), rapid growth in young population cohorts is straining both labour market absorption capacities and youth-related social services (e.g., in education). These differences have different implications for coping mechanisms and measures to respond to the pandemic.<sup>13</sup>

As the project aims to provide support to priority countries of the Russia-UNDP Partnership, the list of countries is rather diverse, some short snapshots for main intended beneficiaries are provided below.

COVID-19 has derailed the robust economic progress of **Armenia** in 2018-2019 and has deepened the existing vulnerabilities. According to the National Statistical Service, during January-June 2020, the economy faced 4% decrease in all sectors except industry and agriculture. The reduction of remittances from work

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<sup>10</sup> <https://openknowledge.worldbank.org/bitstream/handle/10986/34518/9781464816437.pdf?sequence=4&isAllowed=y>

<sup>11</sup> [RBEC Strategic Note—2021](#)

<sup>12</sup> COVID-19 and Central Asia: Socio-economic impacts and key policy considerations for recovery, UNDP, 2020

<sup>13</sup> RBEC Regional COVID-19 Analysis & Programmatic Options

migrants and the restrictions on international tourism visits in Armenia is nonetheless still on-going and will continue to impact consumption patterns in the country.<sup>14</sup>

In **Kyrgyzstan**, the crisis in incomes and employment is estimated to have generated an increase in the poverty headcount by 11 percentage points, accounting for 700,000 people,<sup>15</sup> in addition to the 22% of the population already living under the national poverty line (45% women) and the 71% of all employed people who are dependent on unpredictable and low incomes from informal economic activities. Socio-economic impact assessment, undertaken by UN agencies highlights the disproportionate burden of negative impacts being borne by sections of the population that were socio-economically vulnerable prior to COVID-19, as well as by emerging groups that have become vulnerable during COVID-19 due to unemployment, escalating food prices, and restricted access to goods and services. Women in the informal sector are often engaged in more vulnerable work (e.g., as caregivers, as street and market vendors, and in agriculture) – sectors in which earnings are below national averages. Additionally, 32 percent of respondents (29 percent of men and 34 percent of women) had heard of an increase in domestic violence or experienced it themselves. The number is twice as high in urban over rural areas. Moreover, women workers are engaged in more vulnerable work sectors in which earnings are below national averages.

**Tajikistan** continues to be the poorest country in the region<sup>16</sup>. Poverty is still prevalent among women and girls, particularly in rural areas.<sup>17</sup> The impact of the COVID-19 pandemic has already reduced GDP growth from 7.5 per cent in 2019, to a 4.5 per cent in 2020. As a result of the pandemic, an increasing share of the population has reported reduced food consumption. Furthermore, having returned to Tajikistan at the start of the pandemic, the inability of migrants to return abroad has led to a significant increase in the unemployment rate, and a loss in remittances also among women. It is estimated that informal employment in Tajikistan is the highest in the region, with every third informal worker in the non-agriculture sector employed in construction. Social distancing and lockdowns have meant that informal workers lost their livelihoods almost immediately. Without any social insurance, informal workers have been left with no income.

In **Uzbekistan**, the crisis has progressively disrupted the economy. Initial estimates indicate that about 475,000, or 85 percent of small businesses, have been temporarily closed in the early days of the pandemic. Economic projections indicate that Uzbekistan's GDP growth will slow down sharply to 1.5 percent in 2020 compared with 5.7 percent projected in January 1.

Outside of the region, the project aims to support **Botswana, Cambodia, Cuba, Guinea, Kenia, Laos, Madagascar, Syria, and Zimbabwe**. These countries constantly struggle to eradicate extreme poverty and reducing inequality, strengthening human development outcomes, generating diversified export-led economic growth and employment creation. COVID-19 complicated already challenging situations in these countries and put many at severe risk.

In **Botswana**, unemployment rates have risen sharply, with current youth unemployment estimated at 37% (up 10% from 2019)<sup>18</sup>. In **Cuba**, it is estimated that a total of 400,000 workers (250,000 in the non-state sector) have been temporarily unemployed due to the economic shutdown, accounting for 8% of the economically active population.

In **Madagascar**, COVID-19 pushed 1.38 million people into extreme poverty due to job losses.<sup>19</sup>

As the Project would embark on providing support to specific countries, additional context analysis to identify the most suitable support modes, can be undertaken by the Project team.

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<sup>14</sup> Building Back Better through Strengthening Resilience of Rural Communities in Ararat, Aragatsohn, Armavir and Kotayk regions, 2021

<sup>15</sup> One Year Later in the Kyrgyz Republic's Battle Against COVID-19, <https://www.worldbank.org/en/news/feature/2021/03/17/one-year-later-in-the-kyrgyz-republic-s-battle-against-covid-19>

<sup>16</sup> <https://data.worldbank.org/country/tajikistan>

<sup>17</sup> Agency for Statistics under the President of the Republic of Tajikistan: <https://www.stat.tj/ru/welfare-of-the-population>

<sup>18</sup> Information below is based on the documents submitted by respective Cos to the Russia-UNDP Trust Fund for Development, if no other links are provided.

<sup>19</sup> <https://www.worldbank.org/en/country/madagascar/publication/madagascar-economic-update-covid-19-increases-poverty-a-new-reform-momentum-is-needed-to-build-back-stronger>

The Russian Federation and UNDP provide support to **Syria** in humanitarian, resilience and development activities for the crisis response, and the country also will be in the focus of the Project.

## KNOWLEDGE SHARING

COVID-19 pandemic has made a significant impact not only on such vital aspects of life as health, education, employment, and others, but has also transformed how people create and share knowledge, solutions, ideas and practices. On the one hand, it has disrupted the traditional exchange practices and interfaces like conferences, workshops and study visits among specialists and policy makers in specific domains. On the other hand, the pandemic has pushed the boundaries of the traditional knowledge exchange and digital means have enabled wider participation.

Not everyone was able to reap the benefits and gain access to solutions as digital divide remains a major challenge. The pandemic has led to greater use of cloud services, accelerated digital transformation, a need for the latest and greatest technology, unprecedented volume of data being generated and disseminated.<sup>20</sup> Many developing countries lack the hardware to reap the fruits of the transformation and the capacities to make the best use of the variety of resources and opportunities offered by digital transformation. The pandemic worsened gender gap in access to technology and digital inclusion. For example, although mobile internet use in Europe and Central increased in 2020, more than 60 million women in the region still had no access to the mobile internet<sup>21</sup>.

Technical assistance is needed across a variety of development domains, for example, in statistics. A Survey of national statistical offices during COVID-19 has revealed that most national statistics organizations are in need of technical assistance and financial and ICT support to face the challenges generated by the pandemic.<sup>22</sup>

COVID-19 pandemic has further exacerbated **development challenges** faced by countries in the Europe and CIS region and beyond the region. This persistent challenge calls for increased international development collaboration, including by offering development solutions and expertise. Sharing of experience and know-how are needed to help countries recover better and faster while also preventing future disruptive events.

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## I. STRATEGY

The Project strategy is guided by the 2030 Agenda for Sustainable Development, UNDP Strategic Plan, UNDP regional programme for Europe and the Commonwealth of Independent States and the Russia-UNDP Partnership Framework Agreement.

The Sustainable Development Goal (SDG) 17 on "strengthening the means of implementation and revitalizing the global partnership for sustainable development" recognizes multi-stakeholder partnerships as an important vehicle for mobilizing and sharing knowledge, expertise, and technologies to support the achievement of the **2030 Agenda for Sustainable Development**. **Capacity-building support** is part of the means of implementation targets under Goal 17 and under each SDG. The **Strategic Plan 2022-2025** sets out the direction for UNDP to support countries in their path towards the SDGs through country programmes driven by national development choices. Poverty eradication remains at the core of UNDP's work. UNDP offers a unique network of global reach and local presence, sectoral expertise, and trusted partnerships to help solve development challenges. The Strategic Plan describes UNDP's work as follows:

- supporting countries towards three directions of change: structural transformation, leaving no-one behind and resilience;
- through six signature solutions: poverty and inequality, governance, resilience, environment, energy, and gender equality;
- enhanced by three enablers: strategic innovation, digitalization, and development financing.

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<sup>20</sup> <https://www.kmworld.com/Articles/Editorial/ViewPoints/Knowledge-management-and-the-impact-of-COVID-19-140784.aspx>

<sup>21</sup> Progress at risk: Gender equality in COVID-19 response in Europe and Central Asia / United Nations Development Programme Istanbul Regional Hub Regional Bureau for Europe and the CIS, United Nations Children's Fund Europe and Central Asia Regional Office – 2021, p.18.

<sup>22</sup> [https://developmentfinance.un.org/sites/developmentfinance.un.org/files/FSDR\\_2021.pdf](https://developmentfinance.un.org/sites/developmentfinance.un.org/files/FSDR_2021.pdf)

**UNDP regional programme document for Europe and the Commonwealth of Independent States**, (2022-2025), focused on regional public goods and common development challenges that are best addressed regionally or sub-regionally. The overall objective of the regional programme is to support building forward better in recovering from the pandemic and accelerating the achievement of the 2030 Agenda and the SDGs in Europe and the Commonwealth of Independent States. The regional programme will build on and leverage UNDP global, regional, and national partnerships, and UNDP's integrative mandate. In line with the programme, UNDP will further deepen its partnership with strategic partners to deploy innovative solutions to development challenges in the region. UNDP will help build capacity for development effectiveness and fostering knowledge exchange, mobilizing expertise and resources to help advance sustainable development in the region. The programme will support continued cooperation with partner countries in the region, including with the Russian Federation. UNDP's comparative advantage and value added to the project lies in vast network of country offices, understanding of local development agenda and vast thematic mandate. UNDP COs will serve the role of intermediaries between programme country's national partners and the project.

**The Russian Federation** has been an active provider of expertise for developing countries and stays committed to using the achievements in science and technology to contribute to the implementation of the 2030 Agenda for Sustainable Development. The concept of the Russian Federation's State Policy in the Area of International Development Assistance provides for "the transfer of expertise to strengthen institutional and human capacity in the areas of health, education, environmental protection, disaster management, counter-terrorism, etc."<sup>23</sup>

In 2015, under the Partnership Framework Agreement, the foundation for a long-term strategic partnership between the Russian Federation and UNDP to implement development projects in other countries, **the Trust Fund for Development (TFD)** was set up for cooperation in programme countries and also for financing **"UNDP projects, developed in partnership with and using the knowledge, experience and expertise of Russian ministries, agencies, think tanks, universities and NGOs involved in international development assistance, including projects aimed at knowledge management and capacity building, such as organization of trainings, internships and other relevant activities."**

The Russian Federation remains an active provider of expertise for developing countries and wishes to continue sharing accumulated experience with the partners in the CIS and beyond. It is vital to note that Russian expertise is uniquely relevant for the Europe and CIS region since its experts possess both local and international experience based on the solid academic tradition combined with innovative approaches and methodologies. Phases I and II of the Project showed that Russian expertise covers a wide array of experience, from tackling viral hepatitis, modernizing trade legislation, and developing free economic zones, contributing to digitalization, creating start-up infrastructure and opportunities for the youth, to improving urban planning and contributing to women empowerment. The recent year's pandemic also showed that Russian expertise could effectively respond to the challenges of the time. With the start of the pandemic the number of requests for support in digitalization and improving health sector have risen and the Programme effectively supported countries of the region in overcoming the difficulties of the time.

Surveys conducted among UNDP Country offices (COs) annually show growing interest in attracting Russian expertise and the wish for further development of the Programme, including increasing time frames of the assignments and the possibility of applying for the Programme throughout the year.

Experience and lessons learned from the implementation of Phase I and Phase II of the Knowledge Management and Capacity Building in Russia-UNDP Partnership Project (2016-2018 and 2018-2021) have informed the strategy of the current Project. Demand for Russian expertise and solutions has been on a steady rise with over 80 expert assignments implemented in 2016-2021 supporting programme countries in urban development, health systems management, energy efficiency, precise agriculture, digital solutions, and other fields. Results of experts' assignments were consistently highly ranked in evaluations by UNDP COs and proved to have a sustainable and long-term impact in the partner countries. 40 Russian interns have contributed to high-quality implementation of development projects in UNDP offices and their inputs were

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<sup>23</sup> Concept of the Russian Federation's State Policy in the Area of International Development Assistance, URL: [http://www.mid.ru/en/foreign\\_policy/official\\_documents/-/asset\\_publisher/CptlCk6BZ29/content/id/64542](http://www.mid.ru/en/foreign_policy/official_documents/-/asset_publisher/CptlCk6BZ29/content/id/64542)

highly regarded by supervisors leading to a few cases of further engagement after the end of internship supported by the Project. Over 10,000 people per year visit the Projects' website <https://expertsfordevelopment.ru/> and benefit not only from locating Russian expertise through the database, but also from the detailed information and news on the Russia-UNDP Partnership, TFD, vacancies, news on internships and UNV jobs for Russian citizens. Some examples of more detailed presentation of the Project Phase I and Phase II key results is included in Annex 4.

**Independent evaluation** of the Project Phase II has highlighted that the project represents a highly relevant multi-dimensional regional knowledge management and capacity development initiative and reflects the thematic priorities of the 2030 Agenda for Sustainable Development. The effectiveness was highlighted as one of the key strengths of the project. The project impacted positively the sustainable development in the partner countries and generated policy institutional and grass-roots level changes through four distinct mechanisms or modalities, particularly Experts on Demand, internship, volunteering and support in sharing the available Russian expertise.

The independent evaluation provided several recommendations that are integrated into the current project design:

- The coverage of the project is increased by widening the geographic eligibility and including countries outside of the CIS region, especially African developing countries;
- The secondment component was eliminated from the activities due to a lack of legal basis for its implementation;
- Innovative Solutions Challenge Fund was reinforced under the Experts on Demand Component;
- The project design was reconsidered to focus on the end-beneficiaries, including stronger gender mainstreaming.

**Key lessons learnt** from the Projects in 2016-2021 highlight the need to expand the range of expertise sharing options to include a wider range of sources of know-how, including business enterprises. Online support was in high demand, especially since the start of the COVID-19 pandemic, but one of the lessons learnt during the crisis was that still many national partners in programme countries do not have enough technical capacities to benefit from online support and regular face-to-face consulting is still preferred. Many COs have expressed willingness to engage experts for assignments longer than 20 working days as development challenges need comprehensive elaboration and several iterations of consultations with national partners over an extended period.

Building on the above and considering that Russian expertise continues to stay relevant for the development challenges of the programme countries in the Europe and CIS region and in select countries outside of the region, the current project offers the possibility of **scaling-up and enhancing further demand-driven support offer** of tangible solutions that were piloted during Phase I and II of the Project. Provision of Russian development expertise aims to benefit and support partner countries to end extreme poverty, reduce inequality, advance gender equality and the empowerment of women and achieve the Agenda 2030 goals.

The **goal of the Knowledge Management and Capacity Development in Russia-UNDP Partnership, Phase III** is to assist programme countries in solving development challenges, achieving sustainable development impact, and improving the lives of the vulnerable populations by providing access to relevant, readily available, and diverse Russian expertise in several formats.

The goal will be achieved through **two streams** of coordinated actions:

1. Provision of **on-demand Russian expertise and solutions** for specific development issues via several mechanisms, such as Russian Experts on Demand programme and Russian Innovative Solutions Challenge Fund (RCF);
2. Strengthening the **Russia-UNDP Partnership** by increasing collaboration with think tanks, institutions, academia, and other organizations including via implementation of the Internship programme, facilitating the Russia-UNV Full Funding programme (UNV FF programme) and exploring opportunities to launch other mechanism such as Junior Professional Officers (JPO) programme.

**Theory of change** and **conceptual framework** are presented on diagrams below. Conceptual framework shows how UNDP COs serve the role of intermediaries between programme country's national partners and the project.

**Types and modalities** of the expertise provision under the Project are diverse aiming to cover various needs. They can be further expanded by the decision of the Project Board if demand would be identified. Also, UNDP has a gradually expanding offer on knowledge management, including the recently introduced Fellowship Policy, and as the Project implementation progresses new modalities can be introduced if they are better suited for the knowledge sharing demand. Modalities covered by the present Project document are as follows:

**Modalities of Russian expertise and solutions sharing**

	<i>Experts</i>	<i>Recent graduates and students</i>	<i>Institutions and business</i>
<b>Short term assignments for specific task</b>	Russian Experts on Demand programme (Activity 1)		
<b>Longer term assignments to support development processes and / or UNDP projects</b>	Facilitation of UNV FF programme (Activity 3), Support for exploring opportunities to launch JPO programme and other initiatives (Activity 3)	Internship programme (Activity 1)	Russian Innovative Solutions Challenge Fund (Activity 2)

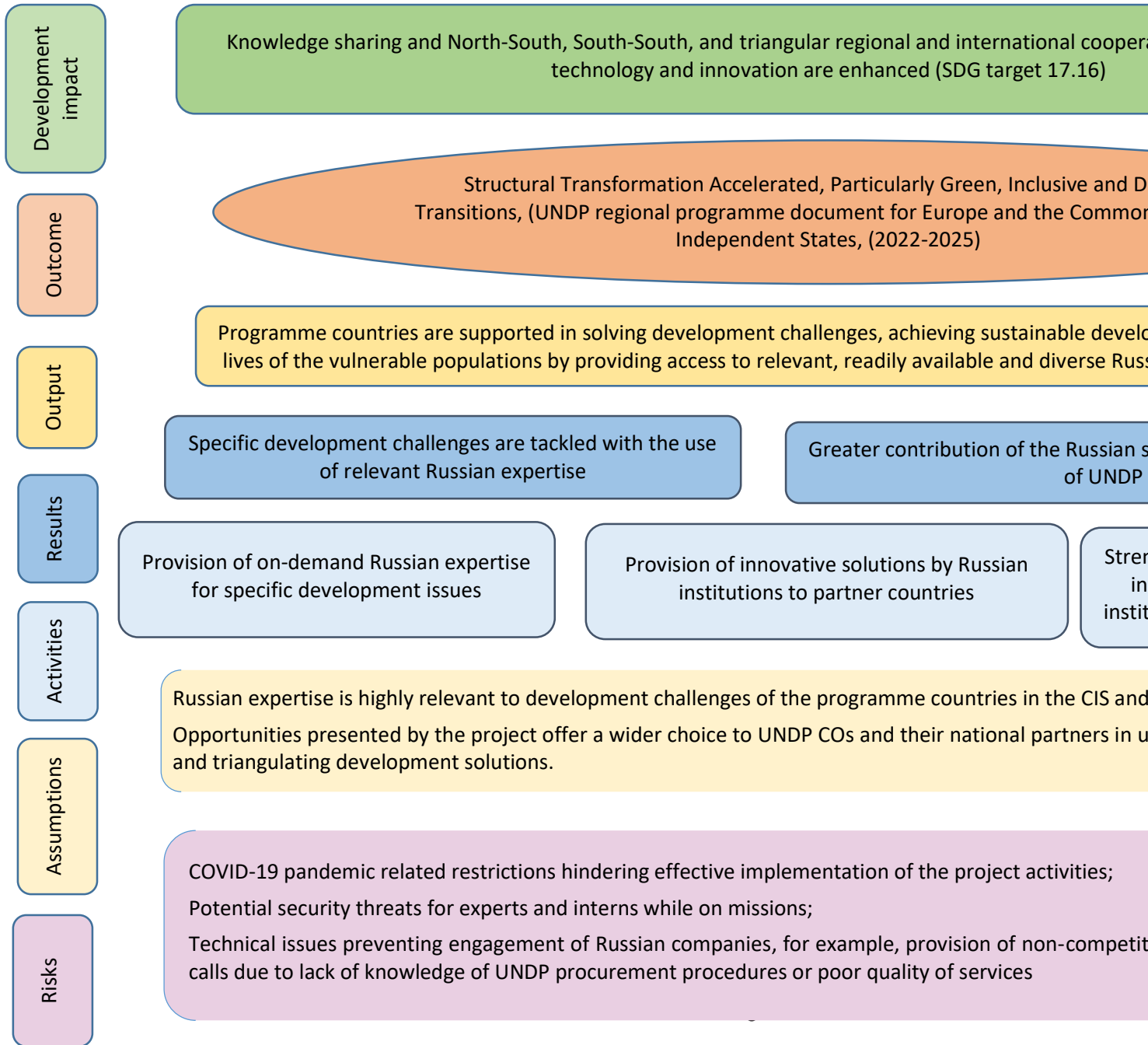
The Russian Experts on Demand programme is structured into **Activity 1 ‘Provision of on-demand Russian expertise for specific development issues’**. Implementation of knowledge sharing modalities is also supported by maintenance and development of the database of the Russian experts on the <https://expertsfordevelopment.ru/> webpage. The database provides a pool of experts to be engaged under the Russian Experts on Demand programme. The webpage is also updated to provide news on the Project and the Russia-UNDP Partnership.

**Activity 2 ‘Provision of innovative solutions by Russian institutions’** aims at ensuring the facilitation of Russian know-how and solutions sharing in the partner countries by deploying innovative approaches and products of Russian private sector entities (commercial companies), universities, and institutes registered in the Russian Federation through the RCF.

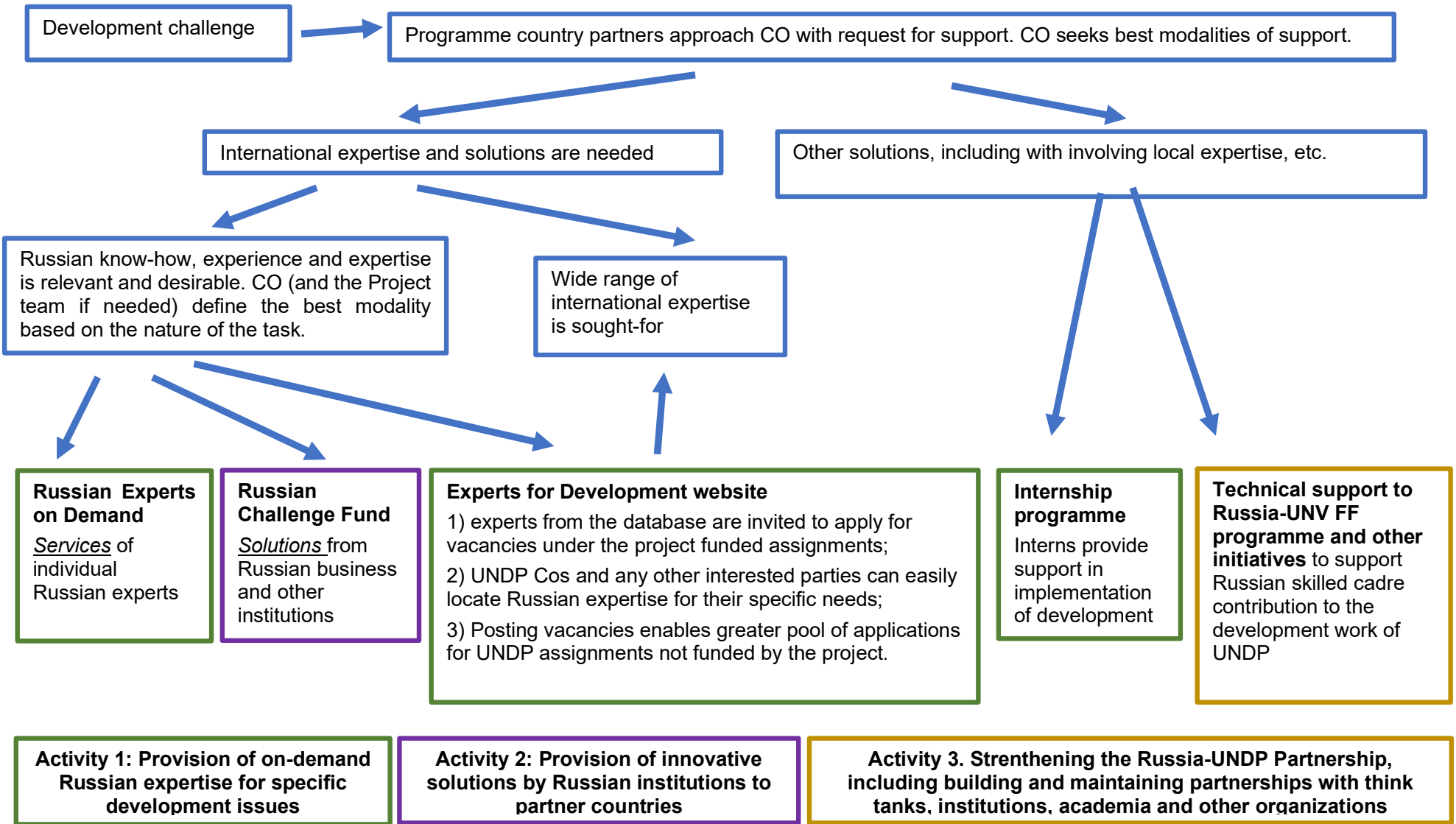
**Activity 3 ‘Strengthening the Russia-UNDP Partnership by increasing collaboration with think tanks, institutions, academia, and other organizations’** covers support to the Russia-UNDP Partnership in expanding existing and exploring opportunities for future partnerships with Russian institutions, both state-affiliated and NGOs and businesses entities, including for implementation of the Internship programme, as well as to facilitate organization of the UNDP events to share the experience of Russia and other emerging donor countries. The growing pool of partnerships is to support the implementation of the Russian Experts on Demand programme, Internship programme and the RCF while also contributing to a wider Russia-UNDP Partnership support. Activity 3 also will provide technical support to the UNV Full Funding programme and in exploring opportunities to launch such UNDP modalities as Junior Professional Officer programme.



**THEORY OF CHANGE**



**CONCEPTUAL FRAMEWORK**



Theory of change rests on the **assumption that diverse Russian expertise is highly relevant to the development challenges** faced by the countries in the region of Europe and CIS due to commonly shared legacies, language, and context. Russian experts have also accumulated best international experience and in addition to that many of them possess valuable knowledge on applying best international practices in the CIS context, including in Russia itself, and understanding the limitations of some approaches to the CIS context. A wide variety of contexts and issues in Russia enables the Project to provide best-fit expertise suitable for very context specific assignments. For example, some programme countries were interested in expertise and trainings in the area of agriculture from specific Russian regions that share the same climate and landscape as the programme country. Same is true for expertise on innovation infrastructure support from some medium and small Russian towns that seems much more applicable to some contexts in the region than the same experience of huge megacities like Moscow.

As Russian expertise might not be well known to the programme countries, by offering an opportunity to apply for it, the Project provides to the UNDP COs and the programme countries a **wider choice and more opportunities for triangulation** as Russian expertise could be used on par with other international and local expertise.

The **geographic eligibility** under the Project is determined by the Russia-UNDP Partnership's geographical focus on the Europe and Central Asia and the project will engage **Armenia, Azerbaijan, Belarus, Kazakhstan, Kyrgyzstan, Moldova, Serbia, Tajikistan, Turkmenistan, and Uzbekistan** in its project activities. Through the years, the Russia-UNDP Partnership's geography expanded to include **Botswana, Cambodia, Cuba, Guinea, Kenya, Madagascar, Lao PDR, Syria, and Zimbabwe** to provide targeted support to vulnerable countries. The Project will continue to follow the geographical focus of TFD. Geographic eligibility for the specific activities can be modified by the Project Board. Eligible countries are invited to apply with specific proposals under Call for Proposals and distribution of funds is made on a competitive basis among high-quality proposal. Applications from the Country Offices should stem from national demand and be in line with the Country Programme Document (CPD). Additional guidance will be elaborated to ensure reporting at the country level.

Approximate distribution of funds is expected as follows: 70% would be allocated to the countries of the Eastern Europe and Central Asia region, focusing on the CIS countries (Armenia, Azerbaijan, Belarus, Kazakhstan, Kyrgyzstan, Moldova, Serbia, Tajikistan, Turkmenistan, and Uzbekistan) and 30% to new countries in the project (in particular, Botswana, Cambodia, Cuba, Guinea, Kenya, Madagascar, Laos, Syria, and Zimbabwe). The actual data will be provided in the progress and annual project reports.

**Thematically**, the Project intends to cover all 17 SDGs providing a 'one-stop shop' for technical assistance across various thematic areas based on specific requests and demand from national partners in programme countries. At the same time, thematic scope could be narrowed for each specific Call for Proposals with a view to concentrate resources and / or ensure greater comparability of the proposals for competitive selection purposes.

**Duration:** the Project activities will be implemented over a 4-year period from 1 January 2022 allowing for long-term involvement of institutional expertise and gradually evolving partnerships.

To ensure that the Project provides significant contribution to the **advancement of gender equality and the empowerment of women** the Project will strive to actively promote women's expertise and participation in all Project activities in particular in sector of expertise that are usually dominated by men (technologies, financial sector, IT etc.). In addition, gender mainstreaming will remain a priority area for interventions under the Russian Experts on Demand programme and will be introduced to Russian Challenge Fund. Special thematic Calls on gender equality and women empowerment will be introduced. In addition, each Call for Proposals and template of the application will include a new section asking applicants to provide a narrative about effects of the intervention on gender equality and women empowerment, and suggested gender-sensitive and gender-responsive interventions

While continuing to operate based on the Calls for Proposals, to **ensure flexible and adaptable response** to emerging requests, the Project will also consider providing support to urgent requests on a case-by-case basis given that they meet the criteria of the Russian Experts on Demand programme adopted in the previous phases of the Project.

The Project will continue to support the Leaving No One Behind (LNOB) Principle by providing expertise (through the Experts on Demand programme, Russian Challenge Fund, internships, UN Volunteers programme) for increasing the social inclusiveness of the people left behind or at risk to be left behind to eradicate poverty in all its forms, end discrimination and exclusion, and reduce the inequalities and vulnerabilities that leave people behind and undermine the potential of individuals and of humanity as a whole.<sup>24</sup>

The Project will apply the LNOB principle and the gender equality standards under the Project activities including selection of applications.

### **Gender mainstreaming**

The Project aims to ensure that women and girls in programme countries are among the key beneficiaries and Project's support directly contributes to the improvement of their livelihoods. That would be ensured via several provisions for various types of the Project's interventions:

- To ensure that COs can apply for support related to gender equality and women's empowerment, such as for example, active participation of women in economic life, better access to health, education and income generating activities, efforts will be made to increase the number Russian experts registered in the database's section on gender equality and women empowerment . As of 2021, there are 12 experts on Gender equality and women empowerment, while the section of education currently contains 34 expert profiles, innovations and digital economy 33, regional development 27, environmental protection 27, economic development and trade 24, etc. An indicator is set to increase the number of experts registered in the Gender equality section this number by 50% (from 12 to at least 18) by the end of the Project;
- To stimulate COs to apply for specific support related to women's empowerment, thematic Calls for Proposals under the Russian Experts on Demand programme and the RCF could be organized with prior approval by the Donor. Themes will be identified in consultation with the COs based on demand, it is assumed that they will support capacity strengthening of women led businesses, women-led local partners, and beneficiaries. Specific budget lines are envisaged in the multi-year workplan;
- To ensure that all other assignment implemented outside of the thematic Calls for Proposals, have gender mainstreaming principles in mind, application templates will include a section on how the proposal considers specific development needs of women and girls. Gender sensitivity will be applied when selecting successful proposals.

***Russia's expertise has high relevance for women empowerment agenda.*** Ratio of female to male HD index values for Russia is 1,019<sup>25</sup> meaning that women enjoy higher values in some of such dimensions as health, education and command over economic resources. According to UNESCO, 29% of people in scientific research worldwide are women, compared with 41% in Russia. A study from Microsoft found found that Russian girls view STEM far more positively than in other countries, they cite parental encouragement and female role models as key, as well as female teachers who outnumber their male colleagues presiding over a curriculum viewed as gender neutral.<sup>26</sup> Russia had the highest proportion of female inventors, out of the countries with the most patent applications (France, China, Canada, USA, UK, Germany, Japan, South Korea).<sup>27</sup>

Russia regularly hosts the Eurasian Women's Forum, the world's biggest influential platform for discussing the role of women in contemporary society. Russia has a number of initiatives to support female entrepreneurship and employment. The Committee for the Development of Women's Entrepreneurship of

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<sup>24</sup> <https://unsdg.un.org/2030-agenda/universal-values/leave-no-one-behind>

<sup>25</sup> <http://hdr.undp.org/en/indicators/137906>

<sup>26</sup> <https://www.bbc.com/news/business-39579321>

<sup>27</sup> <https://www.bbc.com/news/technology-49843990>

the All-Russian Public Organization of Small and Medium Enterprises (OPORA RUSSIA) is actively involved in the development of women's entrepreneurship and implements Women Digital Academy<sup>28</sup> and other initiatives such as Mom Entrepreneur.

The nation-wide initiative Pro-Women<sup>29</sup> supported by a private foundation is a community in which women help each other grow. The project "Mum works"<sup>30</sup> supported by federal grants provides a variety of services to female parents: psychological support, educational programs and courses, support with starting a business and free coworking spaces for moms.

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## II. RESULTS AND PARTNERSHIPS

### Expected Results

#### ACTIVITY 1. PROVISION OF ON-DEMAND RUSSIAN EXPERTISE FOR SPECIFIC DEVELOPMENT ISSUES

Expertise sharing modalities:

##### **1.1. Russian Experts on Demand programme**

The Programme serves as an instrument for transferring Russian hands-on experience, knowledge, and know-how to partner countries via rapid deployment of Russian experts for on-demand small-scale interventions, consultancies, and peer-to-peer knowledge sharing.

COs feedback on the programme and results of the survey presented in Annex 4, it is planned to continue implementation of the Experts on Demand programme in Phase III which proves to be an important tool for transferring Russian hands-on experience, knowledge, and know-how to partner countries. During the first Phase, 41 expert assignments were implemented with 17 female experts, the Phase II is expected to bring the number to 60 expert assignments with 20 female experts (101 assignments in total with 37 female experts).

##### Formats of expertise sharing under the programme

The formats of expertise sharing are very diverse: small scale feasibility studies, on-site assessments, scoping missions, trainings, conference contributions, workshops, and various types of bilateral consultations. Some of the formats can be easily transferred to online mode if necessary. Following modalities will be supported:

1. Small-scale assignments by individual experts up to 40 working days over 3-4 months period, with 1-2 missions to the partner countries (individual contract);
2. Mentorship by individual experts for up to 40 working days for up to 1 year period with 1-2 missions to the country, but with majority of the support provided online (individual contract)

Thematic Calls for Proposals will be introduced based on agreement of the Project Board. Gender equality and women empowerment will be offered as a theme, Country Offices will be encouraged to apply for a variety of gender related issues, including for STEM4ALL as Russia has one of the highest share of women in science worldwide.<sup>31</sup>

##### Duration of the assignments

In response to many COs requests and in to assure longer term impact of experts' work, it is important to assign Russian experts for longer assignments compared with Phase I and II where maximum length of the interventions reached 20 working days. In Phase III the proposed length can vary but cannot exceed 40 days to ensure a more scalable and sustainable impact in the partner countries. Increase in the number of days can also lead to more catalytic effect and result contribution to the countries' SDG agenda achievement.

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<sup>28</sup> <http://women-opora.ru/zavavka-women-digital-academy.html>

<sup>29</sup> <https://pro-women.ru/>

<sup>30</sup> <https://mamaw.ru/o-proekte-2/>

<sup>31</sup> <https://www.bbc.com/news/business-39579321>

### Co-funding

With the increased length of the assignments UNDP COs can co-fund applications of more than 40 working days financially or in-kind. Project staff costs attributable to the implementation of the assignment count as a co-financing as well as costs incurred in the Programme country related to local travel and other. The procurement process will be managed by the respective COs with advisory support by the Project.

### Procedure

- 1) Announcement of the Call for Proposals (the Call can be thematic, based on the COs requests). In the application, CO should clearly demonstrate national demand and alignment with the CPD;
- 2) Evaluation of proposals and preparation of funding decisions;
- 3) Elaboration of final TORs jointly with COs;
- 4) Search for expertise;
- 5) Competitive selection of the expert by the CO jointly with national partner, expert is contracted by the CO;
- 6) Assignment implementation;
- 7) Intermediate and final reporting by the expert;
- 8) Payments to the expert after acceptance of the deliverables;
- 9) Evaluation and feedback is collected from COs and includes inputs by national partners;
- 10) Country Offices integrate results of the specific assignment into Country Office level reporting.

In cases of urgent need as communicated by the CO, project team may consider ad hoc requests outside of the regular Call for Proposals cycle depending on availability of funds. Requests should follow a standard template for proposal. Such requests should be considered in timely manner.

### Expected results

National partners in programme countries received support in tackling 80 specific development issues by provision of consulting and sharing of Russian expertise (20 assignments per year) with applying mandatory gender-sensitive and gender-responsive criteria.

#### **1.2. Maintenance and development of the Project website, including the database of the Russian experts**

The database of Russian experts for international development was established during Phase I of the Project and is accessible via the link: <https://expertsfordevelopment.ru/>

It is proved to be a very useful tool to locate Russian expertise, share news on the TFD activities, the Project activities and spread information on UNDP vacancies and tenders. According to the survey conducted among the COs, the database claims 100% useful for identifying and locating Russian expertise. Also, statistics show that over 10,000 people per year visit the Projects' website and benefit not only from locating Russian expertise through the database, but also from the detailed information and news on the Russia-UNDP Partnership, TFD, vacancies, news on internships and UNV jobs for Russian citizens.

The database gradually grows, both in quality and quantitatively: during the Phase I the number of the registered expert profiles reached 135 (including 42 women) in 14 thematic areas, Phase II resulted in 281 experts including 108 women in 18 thematic areas as of October 2021.

The website and the database hosted by UNDP and managed by the Project team will be maintained and further elaborated. New sections on the RCF will be introduced to the webpage.

### Expected results

The expertsfordevelopment.ru webpage is growing (at least by 40%) to provide more opportunities to identify appropriate Russian expertise for specific development tasks.

#### **ACTIVITY 2. PROVISION OF INNOVATIVE SOLUTIONS BY RUSSIAN INSTITUTIONS TO PARTNER COUNTRIES (RUSSIAN CHALLENGE FUND - RCF)**

Challenge Fund is a flexible format for sharing innovative ideas which envisages participation of a wide range of stakeholders. It provides long-term sustainable impact and viability in local conditions by stimulating

active collaboration of awardees with local stakeholders. Since its introduction at UNDP Challenge Fund was proven to be a reliable format which was proven by Czech, Slovak and Polish partnerships with UNDP.

Given the advantages of the RCF, in April 2021 KM II Phase Project Board decided to pilot the *Russian Innovative Solutions Challenge Fund (RCF)* with a view to address the needs of programme countries and engage Russian institutions and businesses in sharing innovative solutions – ideas that cannot be achieved through traditional solicitation and procurement processes.

The RCF looks for innovative and viable development solutions that respond to a set of very clearly defined development challenges in UNDP programme countries and contribute to the achievement of the SDGs.

#### Eligible applicants

Eligible applicants include private sector entities (commercial companies), universities and institutes registered in the Russian Federation. Applicants are required to engage local partners in UNDP programme countries to assure viability in local conditions, and to promote sustainability and scalability of the solution.

#### Outcome

The supported outcome is a new approach, product, idea, or service. The supported outcome is also a feasibility study/proof of concept providing an innovative and replicable solution to the identified development challenge. The study will include evidence that the proposed solution is feasible, and an implementation plan specifying concrete actions and partnerships necessary for the implementation of the solution. It will list all associated activities, stakeholder engagement, implementation costs and possibilities for scale-up.

#### Procedure

- Call for Applications for eligible participants is announced, in the template for application a gender-related impact section would be added;
- Awardees are identified through the evaluation procedure in line with the UNDP rules, evaluation includes gender-related criteria;
- Awardees' documents are submitted; clarifications on the procedure are provided;
- Award agreement for up to \$40,000 for up to one year is signed;
- COs are informed of the Call for Proposals schemes and the implementation of the Agreements and designate a focal point to ensure coordination;
- Agreements are implemented in cooperation with local partners;
- Country Offices integrate results of the specific assignment into Country Office level reporting.

#### Expected results

During the Project cycle, 20 innovative solutions have supported national partners in programme countries in tackling specific development challenges through the RCF, including on gender related issues.

### **ACTIVITY 3. STRENGTHENING THE RUSSIA-UNDP PARTNERSHIP BY INCREASING COLLABORATION WITH THINK TANKS, INSTITUTIONS, ACADEMIA, AND OTHER ORGANIZATIONS**

#### **3.1. Internship programme**

**Internship programme** facilitates the contribution of interns to the socio-economic development of partner countries and creation of the pool of young professionals with experience living and working in partner countries, understanding of the local context, by providing the opportunity to acquire direct exposure to UNDP's work in various aspects of development cooperation, and practice in UNDP offices.

During Phase I and II of the Project 40 Russian Master's students (90% women) successfully completed internship at UNDP offices in Armenia, Azerbaijan, Belarus, Kyrgyzstan, Serbia, Tajikistan, Uzbekistan, and Istanbul Regional Hub. The range of thematic areas for intern positions was identified by the hosting offices and covered various challenging issues such as rural development, environment and climate change, aid for trade, energy efficiency, women and youth empowerment, human rights, rule of law and access to justice, CIS expertise for the SDGs, etc. In 2020 and 2021, due to COVID-19 pandemic the programme was implemented online.

The UNDP COs highly appreciated interns' contributions to implementation of the programme/project activities and offices' initiatives, that is proved by numerous requests for extension of internships by the COs which was financed from the office internal budgets.

The survey conducted in August 2020 among interns of 2017-2020 showed the high level of their satisfaction with the contribution of internship experience to their professional development (63% 'very satisfied', 32% 'satisfied', 5% 'somewhat satisfied', 100% recommended). Infographics on the results of the survey among interns can be accessed by the [link, some interns' feedback is available in Annex 4](#).

Out of 40 Russian students and graduates completed their internships during the Phases I and II, 9 former interns (7 continue to work as consultants or international UN Volunteers in such international organizations as FAO, UNDP offices in Armenia, Kenya and IRH, International Committee of the Red Cross, UN Resident Coordinator Office in Guinea and Lao DPR, UNFPA in Tajikistan, UNICEF in Nepal.

In Phase III, the Project intends to continue providing COs with talented interns. For the recruitment of interns and identification of required expertise the Project will collaborate with the Russian universities, institutes, research centers and academic institutions, e.g. with MGIMO under the [Memorandum of Understanding 2018](#) and with the Higher School of Economics (HSE) in line with an agreement expected to be signed in 2021.

The Project will support internships for the length of 3 months with possible extension up to 6 months in total. Length of the internship can be flexibly adjusted to meet the requirements and procedures of respective Russian universities and COs' needs, and in line with UNDP Internship policy. At least 50% of the internships would be offered to women. Currently women make about 90% of the applicants.

#### Procedure

- UNDP holds consultations with the COs on thematic areas for the interns' positions and prepares a generic ToR;
- Vacancy for potential candidates is announced in accordance with the specific ToR on the UNDP corporate website, and is circulated among Russian universities;
- Interns are selected on a competitive basis in accordance with the minimum qualifications required based on a CV, a motivation letter, and an interview; the selected candidates are submitted for COs' approval;
- The selected interns sign the UNDP Internship Agreement and the Terms of Reference specifying the duties and responsibilities, length of internship assignment according to the availability and academic requirements of the intern, as well as the needs of UNDP, and other conditions including financial issues;
- UNDP host offices provide interns with working space, computer, other equipment, transportation (for local travel to the projects sites), IT and communications and utility services within the period of their assignments;
- The Project covers and reimburses respective costs of missions (travel, reduced daily subsistence allowance per UNDP rules and regulations, medical insurance for the country of internship); in case of online format of internship UNDP pays a monthly stipend in line with the UNDP internship policy and at the rate set up for a specific country;
- Interns submit a medical certificate of good health prior to starting the internship;
- Interns provide back-to-office reports, and UNDP Evaluation Form completed and signed by supervisors; the Project provides the interns with the certificates of internship's completion.

#### Expected results

During their assignment, up to 40 interns (based on the gender equality principle with no less than 50% women) contributed to UNDP project work and specific development impact by implementing daily tasks under their assignments and sharing their experience and knowledge contributing to strengthening partner relations between Russian and national institutions.



### ***3.2. Webinars, workshops, side-events, and other knowledge sharing events presenting the experience of Russia and other countries for UNDP offices and national partner organizations***

In Phase I and Phase II, the Project supported development of partnerships with UNDP and Russian government institutions, academia and other actors in specific thematic areas outlined in the Russia-UNDP Partnership Framework Agreement and the TFD Agreement. The support was also based on TFD projects' needs and donor priorities to ensure effective horizontal knowledge sharing and knowledge management and to ensure involvement of Russian experts in the implementation of the UN and UNDP projects.

Under the sub-component, the Project will continue to support strengthening the Russia-UNDP partnership through the following interventions:

- Webinars and other forms at events, including side-events (7-8 for the entire project cycle) at the global forums and conferences, aiming to share Russia's vision, expertise, and experience in various development domains, e.g. on cooperation of states and IT companies for stronger development impact; new technologies for green development; private sector contribution to the SDGs achievement; drivers of the national agricultural sector (small-scale family farming, digital agriculture); and other topical issues. The intervention will be implemented including in partnership with the Permanent Mission of the Russian Federation to UN, Russian expert networks, and institutions;
- Identifying relevant Russian experts and institutions for UNDP projects in the partner countries based on the requests of the COs;
- Deployment of Russian experts to the UNDP Global Policy Network facility (GPN ExpRes Roster) in close collaboration with the UNDP Headquarters to support the work of UNDP offices and partner agencies;
- Support to organization and facilitation of the monitoring missions of key Russian ministries' representatives to the countries to assess the progress of projects financed by the Government of the Russian Federation;
- Facilitation of the ODA Learning Series for Emerging Donors covering ODA relevant technical and thematic areas;
- Support to UNDP RBEC newsletters providing update from UNDP partners and donors on SDGs-related issues, and links to useful and interesting resources, briefs on high-level events in Russia and other countries.

#### Expected results

- Eligible UNDP COs received support in gaining access to Russian expertise for Russia-funded projects and other initiatives;
- Russian experience and knowledge in various thematic areas are shared with the programme countries;
- Horizontal linkages of UNDP COs and local partners with Russian organizations are maintained and further elaborated;
- Participation of UNDP representatives in the large-scale events in the Russian Federation (e.g., Eurasian Women Forum in St. Petersburg, Russian Donors Forum, Saint-Petersburg International Economic Forum, etc.), and involvement of Russian officials in the UNDP events is ensured and facilitated;
- Monitoring missions on Russia-funded UNDP global, regional, and country projects, and participation in the event of Russian civil servants and the Project staff is organized, supported, and facilitated;
- Sharing experience and knowledge of the Russian Federation and other donor countries through the ODA Capacity Development Series for Emerging Donors, UNDP newsletters, and other initiatives is facilitated;
- Support to the Partnership to share Russian experience and knowledge with partner countries is provided;

- Implementation of the UNDP-Russia Partnership Framework Agreement and TFD Agreement is supported;
- Visibility of the Partnership and its knowledge management dimension is ensured by facilitating Partnership consultations.

The Project might consider other potential formats to promote greater international cooperation (e.g., fellowships and others) as the Project implementation unfolds and specific demand is identified.

### **3.3. Technical support to Russia-UNV Full Funding (FF) programme**

In Phase I and Phase II, the volunteer component focused on supporting dissemination of UNV information and recruitment of qualified Russian volunteers to the roster, building UNV partnerships with organizations in the Russian Federation and the other countries, and facilitating the UNV FF Programme for the Russian Federation. These activities were implemented in cooperation with the Association of Volunteer Centers, Higher School of Economics, volunteer organizations in Russia and the CIS countries, educational universities. These activities and the position of national UNV were financed by the UNV.

As a result of the activities in Phase I and Phase II 40 Russian citizens participated in the Programme since 2018. Within the 3-year period the Russian Federation has allocated \$7 million so far to fund UN Volunteer Specialists' and UN Youth Volunteers' positions for Russian citizens in the CIS, the Middle East, Asia, Africa and the Pacific. Out of the 19 Russian UN FF Volunteers deployed under the Phase I, 10 of them (53%) were extended with host agency's funding after finishing their FF assignments demonstrating a high satisfaction level by the host agencies and significant retention rate. Several former UN FF Volunteers continue to work for UN as consultants. Some quotation from the UN volunteers' feedback is presented in Annex 4.

Since the start of the Project the number of Russians in UNV Global Talent Pool have risen 4 times: from 629 to 4,697 Russians. The Project also supported the UNV Online Volunteering platform: for now, 345 Russian Volunteers are registered on the platform and can be engaged in remote assignments.

The Project Phase III will continue providing support to enhancing cooperation between UNDP, UNV and the Russian Federation mainly on implementation, monitoring and reporting on the UNV FF programme for Russian citizens, established in 2018 between the UNV and the Ministry of Foreign Affairs of the Russian Federation. The Programme is aimed at increasing the participation of skilled Russian citizens in the UN operations worldwide.

Also, the Project will facilitate outreach to professional unions, academia and other organizations to partner in dissemination of information about the UNV modality among targeted professional community in selected thematic areas, UNV and UNDP participation in relevant events on volunteerism in Russia and in the region, and will provide support to a targeted outreach to attract the Russian talents into the UNV global talent pool as well as expand opportunities and capacities of the Online Volunteering platform.

The sub-activity Phase III will be funded by the Government of the Russian Federation from the TFD budget.

#### Expected results

- Implementation of the UNV FF programme is facilitated, and the regular monitoring and reporting on implementation of the UNV Full Funding Programme conducted (as per request from stakeholders or on a quarterly basis).
- Outreach activities resulted in increasing awareness of Russian young citizens of career opportunities at UNV.
- UNV events in Russian and other countries are supported.

#### **Resources Required to Achieve the Expected Results**

To achieve the results envisaged by the Project theory of change, the following key inputs are needed:

- Donor contribution of **\$2,500,000** that would cover the Project implementation mainly consisting of costs for expert's work and payments to the institutions delivering innovative solutions and covering direct project costs as per UNDP policy;

- As per regular practice under first two phases of the project, COs sometimes co-fund the institutional or individual expert assignments when they are interested in longer support than provided by the project. An estimate **\$40,000** is budgeted for such co-financing;
- In-kind contributions by the UNDP COs approximately costed at the level of **\$60,000**, which is intended to cover workload of the staff involved in Russian Expert's on Demand programme implementation, mentoring of interns, and in case of the actual travel of interns to the programme countries, these costs would also include provision of working space at the office. UNDP COs will provide in-kind funding for internships (180 person/month), consultants (80 persons) and holding of knowledge sharing workshops, webinars, side-events under Activity 3 (7-8 events). Financial and HR services related to contracts with experts (recruitment, payments, etc), are covered by the Project budget based on the universal price lists of the specific CO;
- **\*\*UNDP COs' cofinancing of individual assignments under the Experts on Demand programme for longer period than 40 working days**
- **\*\*\*UNDP in-kind contribution as provision of COs staff's services (supervisors of interns, project/programme officers/associates communicating with experts), working space, equipment, IT & communications, utility services, transportation (for local travel to the project sites) for interns (180 person/month) and experts (80 consultants) in COs**
- Parallel funding by MGIMO and HSE of **\$45,000** from each university that would cover the costs of at least 24 interns totally in case actual travel to programme countries for 3 months would take place (**\$90,000 in total**);
- Under the RCF, at least 20% of the total cost of the application's budget, including in-kind will be provided by applicants from other sources. Total co-funded budget equals **\$160,000** (20% of 5 agreements per year up to \$40,000 for 4 years);
- Human resources needed to run the Project are budgeted in the multi-annual workplan and presented in the Project governance. They consist of Project staff and specialists of the Istanbul Regional Hub that would provide the Project oversight.

### **Partnerships**

In Phase III, the Project intends to facilitate further cooperation with MGIMO under the joint internship programme. With the rise of the Higher School of Economics (HSE) as one of the leading Russian universities with a significant pool of skilled students, the Project will facilitate a new partnership with the University which is expected to play a stronger role in the implementation of the Internship programme under the MoU to be signed in 2021.

As Phase III of the Project largely focuses on innovative approaches in sharing Russian expertise it is planned to continue [cooperation with the Agency for Strategic Initiatives](#) which put in place in Phase II. The Agency accumulates expertise in advanced technologies, innovative approaches in urban planning and new educational methodologies. Also, under the RCF, the Project intends to partner with Russian companies, business associations, think tanks, and other institutions for the facilitation of sharing Russian know-how, solutions, approaches, methods, or products to contribute to the achievement of the SDGs.

Phase III will continue providing support to enhancing cooperation between UNDP, UNV and the Russian Federation, mainly on implementation, monitoring and reporting on the UNV FF programme for Russian citizens, established in 2018 between the UNV and the Ministry of Foreign Affairs of the Russian Federation.

Examples of the partnerships from Phase I and Phase II include Roshydromet, Rosstat, HSE, Skolkovo School of Management, Center for International Cooperation in Education Development (CICED), the Social and Industrial Foodservice Institute, the Eurasian Center for Food Security at the Lomonosov Moscow State University, MGIMO, National Training Foundation, Tomsk State University, KB Strelka, Social Investment Fund, Association of Clusters and Technoparks, Internet Initiatives Development Fund and others.

The Project will continue reaching out to the Russian ministries, agencies, federal institutions, and research centres working in international development assistance to collaborate on specific sectors for the expert database, requests under the Russian Experts on Demand programme, RCF and other Project's activities. It

is planned to continue conducting webinars and related events on relevant topics for the COs jointly with the Project's partners, covering Russia-UNDP Partnership and creating new synergies.

### ***Risks and Assumptions***

COVID-19 pandemic impacts remain the main risk to the Project implementation. As it is foreseen at the design stage of the Project, such risks can be mitigated by converting all activities of the Project to an online format. It was proved in Phase II of the Project that the online format was rather successful and cost-efficient in implementation of the Experts on Demand programme, Internship programmes and RCF. The Project team will regularly monitor additional risks related to the pandemic, and proportionate actions will be taken.

Security instability in the beneficiary countries remains a risk, but it will not threaten the implementation of the Project as most assignments could be implemented online. In case any assignment approved for funding cannot be implemented, funds can be redistributed by the Project Board's decision. In case the assignment already started, provisions from the particular contract and UN Department of Safety and Security (UNDSS) policy would be implemented.

The risk of poor quality of the services provided by selected partners or negative impact of large-scale societal changes (i.e., pandemic) is mitigated by the structure of payments: payment per milestone/deliverable approach is used. Possible failures to implement the RCF projects/solutions by the companies in the programme countries are mitigated by the request from applicants to prove the previous field testing or demonstrate small-scale success.

As the new modality of RCF has just been introduced to potential participants of the RCF among Russian institutions, there is a risk that most Russian institutions and companies are not familiar with UNDP procurement procedures and nuances which can seriously complicate the process of competitive documentation preparation for the future Calls of the RCF. The Project team plans to mitigate that risk by introducing FAQs and guidelines for the RCF newcomers and possibly conduct interactive webinars with Q&A sessions.

Detailed Risk Analysis and management response is attached to the Project document as Annex 3.

The Project will monitor and manage the strategic risks facing the Project and identify new risks, if any, to be submitted to the Project Board for consideration and decision on risk treatment measures if required.

### ***Stakeholder Engagement***

The Project has several categories of stakeholders to be engaged:

- Direct Project beneficiaries, e.g. partner countries' governments and institutions, local NGOs, businesses, individuals that would benefit from trainings and other services provided. They will be identified, engaged, and supported via the COs that first identify the demand for specific support and then lead all the way through the assignment, regularly collecting feedback and communicating it back to the Project team;
- Expertise providers, e.g. Russian individual experts, government affiliated institutions, universities or businesses entities will be engaged under contracts for specific assignments by the Project team in cooperation with relevant COs. Some institutions and experts are expected to work under the partnership MoUs or in a flexible partnership mode to participate in the webinars and other activities organized by the Project team;
- UNDP COs are key to implementation of the Project as they serve as intermediaries between the demand (national development challenges identified by national partners) and supply (Russian expertise). They will be engaged by the Project team regularly in various modalities: invited to apply under the Calls for Proposals based on demand identified by national partners, they will also supervise the expertise provision under specific contracts, and host interns, etc.;
- The donor is presented by three ministries: MFA, Ministry of Finance and Ministry of Economic Development of the Russian Federation. The donor will be engaged by participating in the Project board that will consider all major decisions related to the Project implementation, approval of reports,

etc. In addition, ministries can receive updates from the Project team on the Project progress via informal communication if needed. The Russia-UNDP TFD secretariat will be regularly informed about the Project progress.

A Project Communication Plan is added as annex 6.

### ***South-South and Triangular Cooperation (SSC/TrC)***

The Project uses the triangular cooperation modality in a form of ‘Russia-UNDP-partner countries’ to facilitate sustainable, scalable development impact in partner countries through the programmatic promotion of several mechanisms of Russian expertise transfer. Russia provides financial support and serves as a source of expertise. UNDP applies its know-how and experience in facilitating knowledge sharing and supporting capacity building of development donors. Partner countries are the ultimate beneficiaries of the Project.

Experience under the Phase I and Phase II has also demonstrated that institutions often continue the cooperation after completion of the assignment supported by the Project. In this regard the Project eventually strengthens the South-South and triangular cooperation between the Russian Federation and partner countries.

### ***Knowledge***

Capacity development and knowledge management are the key objectives of the Project. The Project will facilitate sharing of Russian knowledge relevant for development challenges in the partner countries.

Knowledge products developed during the Project, including expert’s reports, Russia-UNDP Partnership reports and others, will be shared with wider audiences and main stakeholders primarily through the Project’s webpage.

### ***Sustainability and Scaling Up***

The Project will ensure sustainability via dedicated work with partnerships and raising awareness on the Russian expertise contribution to sustainable development.

The sustainability of the interventions in the partner countries supported by the Russian expertise via the Project will be assured at the stage of rigorous selection of expert, secondee, volunteer or intern for the assignment and development of TOR for each assignment.

One of the key prerequisites for sustainability of the support is the high level of ownership by the national partners. At the stage of competitive selection of assignment to be funded, the Project team will try to ensure that demand from national partners was properly identified by the applying COs and there is high potential for the use of expert support results in the long term.

The database of Russian experts also supports development impact wider than the Project’s reach by making information on Russian expertise widely available.

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## **III. PROJECT MANAGEMENT**

### ***Cost Efficiency and Effectiveness***

The Project further scales the instruments tested under two previous phases as they have proven to efficiently deliver the expected results at the envisaged costs.

Most modalities of knowledge sharing and capacity development under the Project could be implemented online and such approach was already tested under the Phase II of the Project. This fact further supports the cost efficiency as travel costs are minimal if at all present.

### ***Project Management***

The Project will be directly implemented by UNDP Istanbul Regional Hub for Europe and the CIS (IRH) in line with UNDP’s Programme and Operations Policies and Procedures. UNDP IRH will be responsible for overall management, backstopping, auditing, and monitoring of the Project in line with Direct Implementation Modality (DIM). The Project will be overseen by the New Partnerships and Emerging Donors Team in the IRH

as per the Project organization structure presented in Section VIII below. The Project team will be outposted in Moscow. The Project will use the capacity of UNDP COs in deploying Russian experts and interns to make the administrative cost more efficient.

#### IV. RESULTS FRAMEWORK

**Regional Programme Document for Europe and the Commonwealth of Independent States (2022-2025): Outcome 1: Structural Transformation Accelerated, Particularly Green, Inclusive and Digital Transitions, Output 1.7: Public and private financing for the achievement of the SDGs expanded at regional levels**

**Output Indicator 1.7.1: Amount (in US dollars) of public and private finance leveraged for the SDGs at regional level. (GEN2)**

**Applicable Output from UNDP Strategic Plan: E.3 Public and private financing for the achievement of the SDGs expanded at global, regional, and national levels**

**Project title and Atlas Project Number: Knowledge Management and Capacity Development in Russia-UNDP Partnership, Phase III**

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL	
<b>Output 1</b> Specify each output that is planned to help achieve the outcome.	<b>1.1</b> Number of experts registered in database of Russian experts for international development	Database statistics	276 (108 women)	2021	10% increase	10% increase	10% increase	10% increase	40% increase	Number of active expert's profiles in the database (disaggregated by gender)
	<b>1.2.</b> Number of individual visitors of the website using (searching) the database of Russian experts for international development	Database statistics	17420 individual visitors	2021	5% increase	5% increase	5% increase	5% increase	20% increase	Number of individual visitors to the database
	<b>1.3</b> Number of Russian experts registered in the expertise area "gender equality" aimed to support programme countries in this area	Database statistics	12 experts (12 women)	2021	10% increase	10% increase	10% increase	20% increase	50% increase	Number of active expert's profiles in the database (disaggregated by gender)
	<b>1.4</b> Performance of the consultants hired under the Russian Experts on Demand programme as rated by COs	Consultant's Performance Evaluation Form	50% 'outstanding'; 38% 'very good'	2021	5% increase	5% increase	5% increase	5% increase	20% increase	Number of experts (disaggregated by gender) ranked 'outstanding or 'very good' for technical expertise and quality of reports
	<b>1.5 3</b> Level of satisfaction of returned interns with the contribution of the internship experience to their professional development	Survey of returned interns	63% 'very satisfied' 32% 'satisfied'	2021	5% increase	5% increase	5% increase	5% increase	20% increase	Questionnaire/Survey of interns (disaggregated by gender) ranked "very satisfied" or "satisfied" for level of satisfaction
	<b>2.1</b> Number of the gender sensitive and gender responsive RCF solutions adopted/scaled up by the local actors	Survey of RCF local partners	n/a	2021	At least 50%	At least 50%	At least 70%	At least 70%	In total 60%	Questionnaire/Survey of RCF local partners ranked "100% adopted/scaled up" or "50% adopted" or "not adopted"
	<b>2.2</b> Performance of the RCF awardees as rated by local partners	Evaluation form/Survey	n/a	2021	5% increase	5% increase	10% increase	10% increase	30% increase	Evaluation form with specific questions

## V. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the Project will be monitored through the following monitoring and evaluation plans:

### Monitoring Plan

<b>Monitoring Activity</b>	<b>Purpose</b>	<b>Frequency</b>	<b>Expected Action</b>	<b>Partners (if joint)</b>	<b>Cost (if any)</b>
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the Project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by the Project management.	UNDP IRH	Project staff costs
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by the Project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP IRH	Project staff costs
<b>Learn</b>	Knowledge, good practices, and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the Project.	At least annually	Relevant lessons are captured by the Project team and used to inform management decisions.	UNDP IRH	Project staff costs
<b>Project Quality Assurance</b>	The quality of the Project will be assessed against UNDP's quality standards to identify the Project strengths and weaknesses and to inform management decision making to improve the Project.	Every two years	Areas of strength and weakness will be reviewed by the Project management and used to inform decisions to improve the Project performance.	UNDP IRH	Project staff costs
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the Project board and used to make course corrections.	UNDP IRH	Project staff costs



<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual Project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the Project (final report)		UNDP IRH, Russia-UNDP Trust Fund for Development	Project staff costs
<b>Project Review (Project Board)</b>	The Project's governance mechanism (i.e., Project Board) will hold regular project reviews to assess the performance of the Project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the Project. In the Project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize the Project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the Project Board and management actions agreed to address the issues identified.	UNDP IRH, Russian MFA, MoF, MoED	Project staff costs
<b>DIM AUDIT</b>	If selected for DIM Audit, the project would prepare all needed documentation.	If selected	Implementation of audit recommendations	UNDP IRH	Project staff costs

### Evaluation Plan

<b>Evaluation Title</b>	<b>Partners (if joint)</b>	<b>Related Strategic Plan Output</b>	<b>UNDAF/CPD Outcome</b>	<b>Planned Completion Date</b>	<b>Key Evaluation Stakeholders</b>	<b>Cost and Source of Funding</b>
Final Evaluation	n/a			2025	UNDP COs, national partners, Russian ministries, experts participated in the programme	\$15,000 – Project budget

## VI. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year, US\$				Responsible Party	Funding Source	PLANNED BUDGET, US\$	
		Y1	Y2	Y3	Y4			Budget Description	Total amount for 4 years
<b>Output 1:</b> Programme countries are supported in solving development challenges, achieving sustainable development impact and improving the lives of vulnerable populations by provision access to relevant, readily available and diverse Russian expertise available in several formats	<b>Activity 1. Provision of on-demand Russian expertise for specific development issues</b>								
	1.1. Russian Experts on Demand programme, including a thematic Call on Gender Equality and Women's Empowerment	200,000 7,000	200,000 7,000	200,000 7,000	200,000 7,000	UNDP	Russia-UNDP TFD	Intern. Consultants NPSA (Analyst 25%)	800,000 28,000
	1.2. Maintenance and development of the webpage on expertsfordevelopment.ru, including the database of the Russian experts	13,000	13,000	13,000	13,000			NPSA (Analyst 25%) Contractual Services- IT company	52,000
	Delivery Enabling Services*	3,000	3,000	3,000	3,000				12,000
	Subtotal for Activity 1	223,000	223,000	223,000	223,000			<b>892,000</b>	
	<b>Activity 2. Provision of innovative solutions by Russian institutions to partner countries (Russian Challenge Fund - RCF)</b>								
	2.1. Implementation of the RCF, including a thematic Call on Gender Equality and Women's Empowerment	200,000 13,000	200,000 13,000	200,000 13,000	200,000 13,000	UNDP	Russia-UNDP TFD	Contractual Services- Companies NPSA (Analyst 50%)	800,000 52,000
	Delivery Enabling Services*	1,000	1,000	1,000	1,000				4,000
	Subtotal for Activity 2	214,000	214,000	214,000	214,000				<b>856,000</b>
	<b>Activity 3. Strengthening Russia-UNDP Partnership by increasing collaboration with think tanks, institutions, academia, and other organizations</b>								
	3.1. Internship programme	25,000	25,000	25,000	25,000	UNDP	Russia-UNDP TFD	Travel (or stipend)	100,000
	3.2. Webinars, workshops, side-events, other knowledge sharing events presenting the experience of Russia and other countries for UNDP offices and national partner organizations	14,000	14,000	14,000	14,000			Intern. Consultants Visual & Print Costs Travel	56,000
	3.3. Technical support to Russia-UNV Full Funding (FF) programme	25,000	25,000	25,000	25,000			NPSA/National UNV	100,000

Delivery Enabling Services*	3,000	3,000	3,000	3,000				12,000
Subtotal for Activity 3	67,000	67,000	67,000	67,000				<b>268,000</b>
<b>Activity 4. Project Management and Administrative Support</b>								
Project Management and Admin Support	36,000	36,000	36,000	36,000	UNDP	Russia- UNDP TFD	NPSA contract	144,000
Rental, maintenance, and IT support	33,000	33,000	33,000	33,000			Rental & utilities	132,000
Evaluation of the Project	0	0	0	15,000			Intern. Consultant	15,000
Miscellaneous	954	954	954	954			Msc	3,816
Delivery Enabling Services*	1,000	1,000	1,000	1,000				4,000
Subtotal for Activity 4	70,954	70,954	70,954	85,954				<b>298,816</b>
<b>Total TFD funds for activities</b>								<b>2,314,816</b>
<b>GMS for activities</b>								<b>185,185</b>
<b>Total UNDP funds for the Project including GMS</b>								<b>2,500,000</b>
UNDP Cos parallel co-financing for Experts on Demand programme provided by COs**								40,000
UNDP in-kind contribution for interns (180 person/month) and experts (80 consultants) in country offices***								60,000
20% co-financing by the implementing companies under the RCF (5 agreements per year up to \$40,000)								160,000
MGIMO parallel co-financing for interns (tentatively 36 person/month)								45,000
HSE parallel co-financing for interns (tentatively 36 person/month)								45,000
Co-financing in total:								350,000
<b>TOTAL FOR PROJECT</b>								<b>2,850,000</b>

\* Delivery Enabling Services include monitoring, quality assurance, financial oversight, recruitment, evaluation, procurement of international consultants and companies, etc. to be charged for CO's and IRH services to the Project as per UNDP policies.

\*\* UNDP COs' parallel cofinancing of individual assignments under the Experts on Demand programme for longer period than 40 working days (approx. covering 20 experts x \$2,000).

\*\*\* UNDP in-kind contribution as provision of working space, equipment, IT & communications, utility services, transportation (for local travel to the project sites) for interns and experts in COs (approx. \$2,000), as well as \$22,000 as the cost of the working time of the CO project/programme staff communicating with experts (80 experts x 30 days (average assignment) = 2,400 days ÷ one tenth of time spent by CO staff = 240 days = 11 months x \$2,000 average salary per month), and \$36,000 for supervising the interns (in total 180 months ÷ one tenth of time = 18 months x \$2,000 salary).

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## VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be directly implemented by UNDP's Regional Hub for Europe and the CIS (IRH) within the delegated Direct Implementation authority for the Regional Programme implementation, in line with UNDP's [Programme and Operations Policies and Procedures](#). The new Partnership and Emerging Donors Team in the IRH will be responsible for overall management, backstopping and monitoring of the project. The project will be implemented in close coordination with participating UNDP Country Offices as per the project organisation structure below. IRH will act as the project implementing partner (agency).

In terms of roles and responsibilities, the Project will be directed by the Project Board. The key distinct roles of the members of the Project Board are identified in the scheme below:

- 1) **An Executive:** individual representing the Project ownership to chair the group. An Executive will be represented by Chief, Strategy and Partnerships Team, RBEC ;
- 2) **Senior Supplier:** individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the Project. The Ministry of Foreign Affairs of the Russian Federation, Ministry of Finance of the Russian Federation, Ministry of Economic Development of the Russian Federation will act as Senior Supplier;
- 3) **Senior Beneficiary:** individual or group of individuals representing the interests of those who will ultimately benefit from the Project. The Senior Beneficiary's primary function within the Board is to ensure the realization of Project results from the perspective of Project beneficiaries. UNDP Country Offices from each region (on rotational basis) will represent participating UNDP COs and their national partners in the role of Senior Beneficiary.

The Project Board will be responsible for making management decisions for the Project when guidance is requested by UNDP acting as the Project Implementing Partner. The Project Board will:

- Provide overall guidance and direction to the Project, ensuring it remains within any specified constraints;
- Make strategic decisions, including the approval of Project revisions (i.e., changes in the Project document);
- Authorize any major deviation from the Project document and agreed annual plans;
- Review annual progress reports;
- Review and recommend for UNDP approval of end Project report;
- Address project issues as raised by UNDP and make recommendations on follow-on actions;
- Provide guidance on new Project risks and agree on possible countermeasures and management actions to address specific risks.

The Project will be managed by a Project Manager, who has the authority to run the Project on a day-to-day basis on behalf of UNDP. The Project Manager's prime responsibility is to ensure that the Project produces the results (outputs) specified in the Project document to the required standard of quality and within the specified constraints of time and cost. The Project Manager will be supported by Knowledge Management Analyst and Project Support Specialist. The Project Manager will report to the TFD Manager with overall supervision by New Partnerships & Emerging Donors Team Leader in the UNDP IRH. Terms of Reference for the key Project positions are presented in Annex 5.

UNDP IRH specific responsibilities to be performed by Project Manager, Emerging Partnerships Specialist and Regional RBM Specialist:

### *Running a Project*

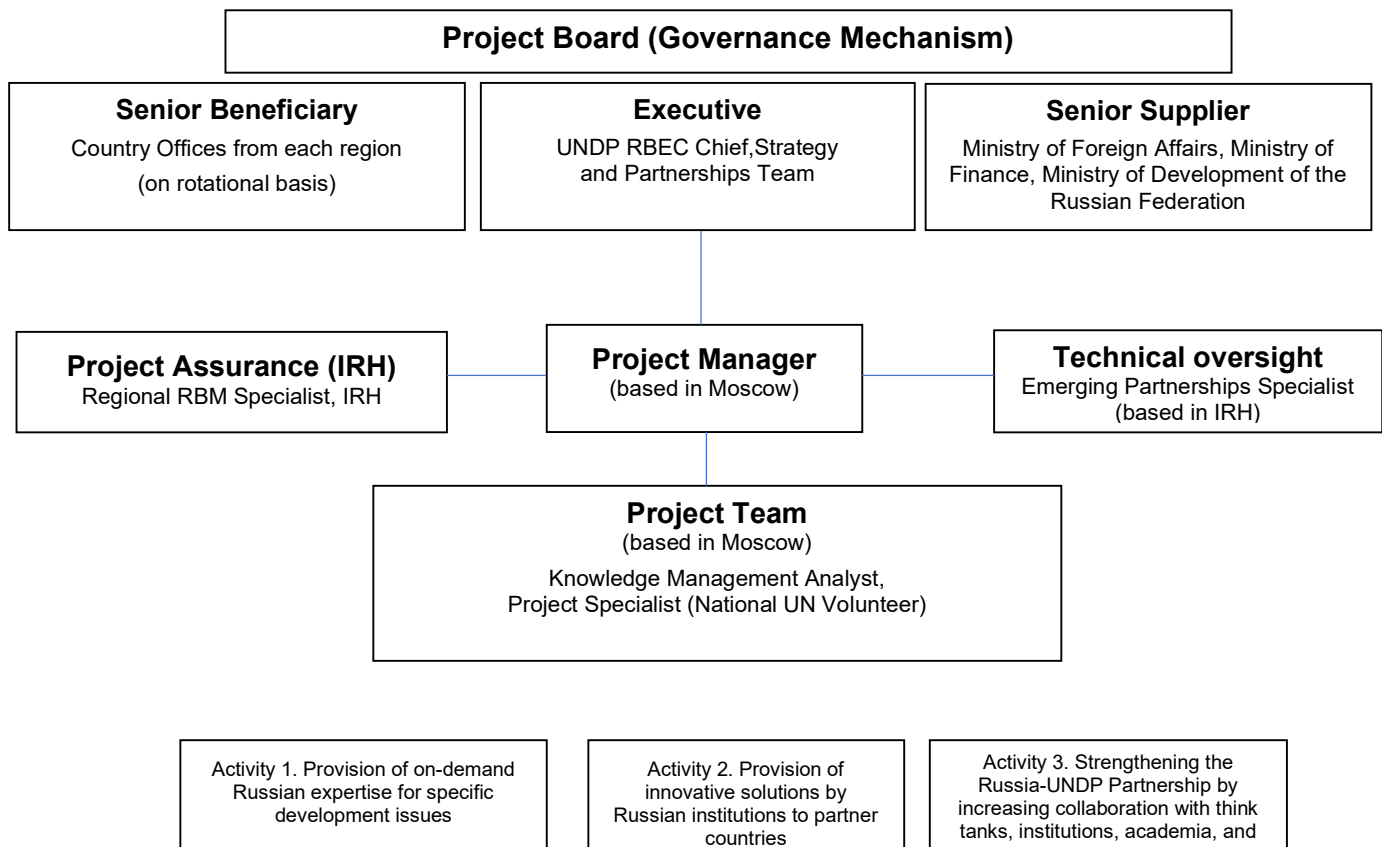
- Provide overall guidance and direction to the Project, ensuring it remains within any specified constraints;
- Address Project issues as raised by the Project Manager;

- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Review and appraise detailed Project plans, including the multi-year work plan and ATLAS reports covering activity definition, updated risk log and the monitoring schedule plan;
- Appraise Project annual review reports, make recommendations for the next annual work plan;
- Perform financial management through ATLAS to keep track of the financial status of the Project at all times, to control expenses, to handle outstanding commitments, to make payments and to monitor the performance of contractors; prepare budgetary revisions in ATLAS to reflect any adjustments to the initial approved budget and to be finalized for the year(s) affected by the adjustment;
- Perform the financial reporting and control mechanisms through Combined Delivery Reports (CDR) which is a mandatory official report reflecting the expenses and funds utilized on a Project, and other ATLAS reporting tools;
- Review and approve end Project report, make recommendations for follow-on actions;
- Share relevant information on the Project achievement with all interested parties.

*Closing a Project*

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the final Project review report, including lessons-learned;
- Make recommendations for follow-on actions;
- Notify operational completion of the Project to the Project Board;
- Ensure, upon finalization of a Project, reimbursement of the remaining balance of funds deposited in the UNDP accounts for the Project activities to the Donor or re-programming as agreed with the Donor.

## Project Organisation Structure



For UNDP projects, accountability for the completion of accurate and timely quality assurance (QA) assessments lies with the UNDP staff member accountable for project assurance. Each office must designate at least one quality assurance approver who reviews the credibility of the QA assessments. The QA Approver must function at a higher level of accountability than the QA Assessor

During the implementation stage, project quality assurance assessments are required for each project every two years. Projects that have been approved, but where no or little action has been taken due to operational, resource, partnership or other bottlenecks, will still need to complete an assessment, noting challenges affecting the quality delivery of results.

Prior to project closure, a final project quality assurance assessment is required along with a summary of lessons learned during the project.

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## VIII. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAA's for the specific countries; or (ii) in the [Supplemental Provisions to the Project Document](#) attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

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## IX. RISK MANAGEMENT

### UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]<sup>32</sup> [UNDP funds received pursuant to the Project Document]<sup>33</sup> are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/qa\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/qa_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

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<sup>32</sup> To be used where UNDP is the Implementing Partner

<sup>33</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the SBAA *[for the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
    - i. 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;
    - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
  - b. 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 the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
  - c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
  - d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
  - e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
  - f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
  - g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by

UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

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## **X. ANNEXES**

**Annex 1. Project Quality Assurance Report (attached separately)**

**Annex 2. Social and Environmental Screening**

**Annex 3. Risk Analysis**

**Annex 4. Key results of the Phase I and Phase II of the Project**

**Annex 5. Terms of Reference of the key Project positions**

**Annex 6. Communication Plan**

**Annex 1. Project Quality Assurance Report (attached separately)**



## Annex 2. Social and Environmental Screening

### Project Information

<b>Project Information</b>	
1. Project Title	Knowledge Management and Capacity Development in Russia-UNDP Partnership, Phase III
2. Project Number	
3. Location (Global/Region/Country)	ECIS Region and globally

### Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

#### QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

##### *Briefly describe in the space below how the Project mainstreams the human-rights based approach*

The Project in Phase III is the continuation of the Phases I and II. The main goal of the Project is to scale up assistance to programme countries in solving development challenges and achieving sustainable development impact by providing access to relevant, readily available and diverse Russian expertise in several formats. The Project recognizes the centrality of human rights to sustainable development and poverty alleviation. Via Russian expertise transfer in the priority areas it will support fair distribution of development opportunities for partner countries citizens and contribute to their rights to education, highest attainable standard of health, social security, desirable work, safe and adequate water and food.

The Project aims to ensure that national stakeholders have genuine ownership and expert services will be provided based on their demand.

When selecting the expert assignments to be supported and the experts themselves the Project will adhere to the principles of non-discrimination, noting that prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority.

##### *Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment*

The Project will ensure that women and girls in programme countries are among the key beneficiaries and Project's support directly contributes to the improvement of their livelihoods. That would be ensured via several provisions for various types of the Project's interventions:

- To ensure that COs can apply for support related to gender equality and women's empowerment, efforts will be made that more Russian experts are represented in the database's section on Gender mainstreaming. As of 2021, there are 12 experts. An indicator is set to increase this number by 50% by the end of the Project;
- To stimulate COs to apply for specific support related to women's empowerment, thematic Calls for Proposals under the Russian Experts on Demand programme and RCF will be organized. Themes will be identified in consultation with the COs based on demand, it is assumed that they will support capacity strengthening of ~~of~~ women led businesses, women-led local partners and beneficiaries. Specific budget lines are envisaged in the multi-year workplan;
- To ensure that all other assignment implemented outside of the thematic Calls for Proposals, have gender mainstreaming principles in mind, application templates will include section on how the proposal takes into account specific development needs of women and girls.

**Briefly describe in the space below how the Project mainstreams environmental sustainability**

Environmental concerns will be addressed in several Project components when sharing Russian expertise on such priority thematic areas as disaster risk reduction and prevention and sustainable energy, including energy efficiency. When selecting proposals to be supported by Russian expertise transfer in various forms the Project will seek to ensure that none of the interventions supported may lead to adverse environmental impacts.

## Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>			QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
Risk 1: ....	I = P =		No risks identified	
Risk 2: ....	I = P =			
Risk 3: ....	I = P =			
Risk 4: ....	I = P =			
[add additional rows as needed]				
<b>QUESTION 4: What is the overall Project risk categorization?</b>				
Select one (see <a href="#">SESP</a> for guidance)			Comments	
<i>Low Risk</i>			<input checked="" type="checkbox"/>	
<i>Moderate Risk</i>			<input type="checkbox"/>	

	<i>High Risk</i>	<input type="checkbox"/>	
	<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>		
	Check all that apply		<b>Comments</b>
	<i>Principle 1: Human Rights</i>	<input type="checkbox"/>	
	<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input type="checkbox"/>	
	<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>	
	<i>2. Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>	
	<i>3. Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>	
	<i>4. Cultural Heritage</i>	<input type="checkbox"/>	
	<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>	
	<i>6. Indigenous Peoples</i>	<input type="checkbox"/>	
	<i>7. Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>	

## Final Sign Off

<i>Name/Position</i>	<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor: Berna Bayazit, OIC, Partnership Team, Partnership Specialist			UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver: Abusabeeb Elsadig, RBM and Quality Assurance Specialist			UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair: Gerd Trogemann, Manager, Istanbul Regional Hub			UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the Project appraisal and considered in recommendations of the PAC.

## SESP Attachment 1. Social and Environmental Risk Screening Checklist

<b>Checklist Potential Social and Environmental Risks</b>		
<b>Principles 1: Human Rights</b>		<b>Answer (Yes/No)</b>
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>1</sup>	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
<b>Principle 2: Gender Equality and Women’s Empowerment</b>		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women’s groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women’s ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?  <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
<b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	No

<sup>1</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to “women and men” or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

	<i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>2</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No

<sup>2</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No

3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? <sup>3</sup>	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?  <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
	<sup>3</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections. <sup>6.4</sup> Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No

6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?  <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

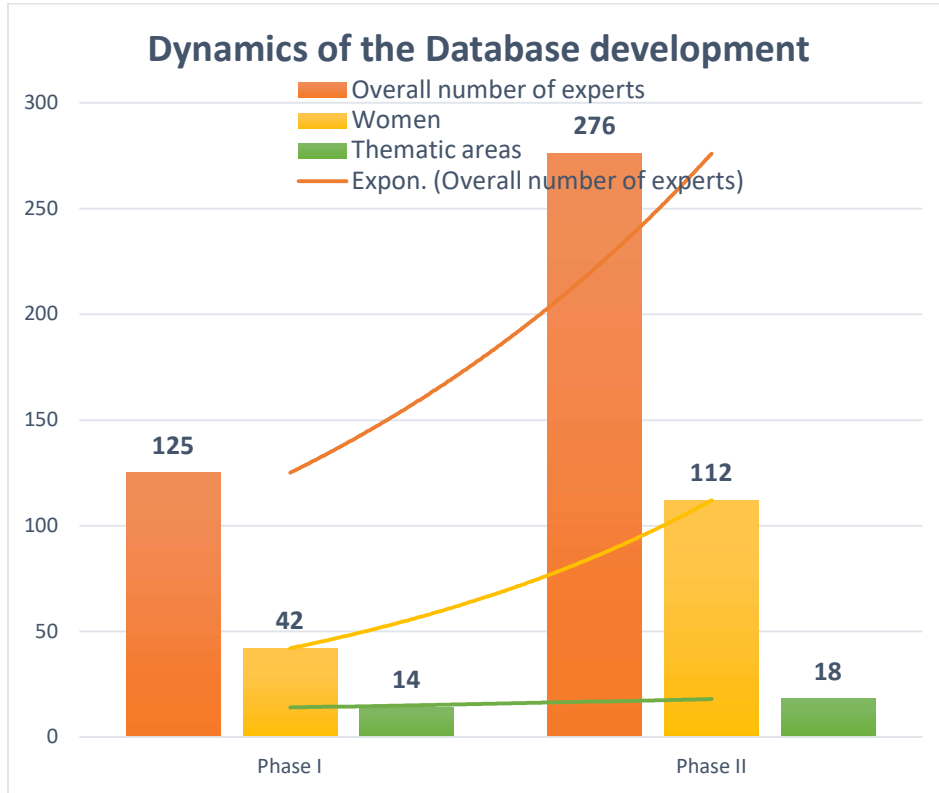
### Annex 3. Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Potential security threats for experts, interns, and participants in events because of political instability in programme countries	August 2021	Operational Political	I = 4 P = 2	The Project will follow the United Nations Department of Safety and Security instructions and adjust expert, intern, volunteer, and events placement if needed.	Project Developer	Project Developer		
2	Experts and interns are not able to fulfil their assignments in case COVID-19 restrictions persist in programme countries	August 2021	Organizational	I = 4 P = 3	The Project will adjust ToRs for the experts, interns, and volunteers to be able to fulfil their tasks in remote mode. The remote modality has been tested during Phase II of the Project and has proven successful.	Project Developer	Project Developer		
3	The Russian companies are not familiar with the UNDP procurement procedures and cannot prepare competitive documentation for participation in the RCF's calls	August 2021	Operational Organizational	I = 2 P = 3	The Project will prepare a detailed guide for the companies on how to apply for the RCF's calls, will make it available online at the expertsfordevelopment.ru website, and will present basic information on UNDP rules and procedures via webinars before submitting proposals by companies.	Project Developer	Project Developer		
4	The Russian experts and companies provide services of poor quality	August 2021	Operational	I = 4 P = 2	Payments are made by the hiring office per acceptance of each deliverable, so the quality of services is controlled at each stage of the contract; this approach prevents the situation when contractors are paid for services regardless the level of their quality.	Project Developer	Project Developer		

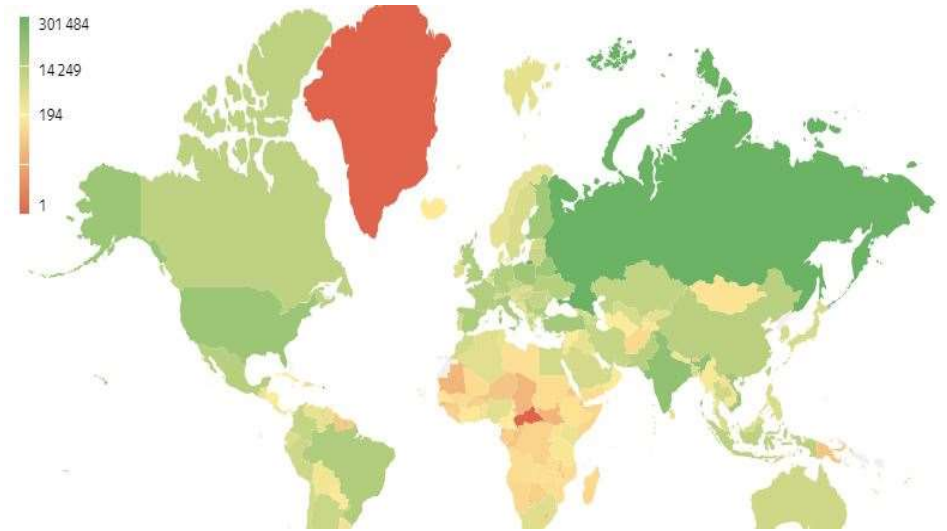


#### Annex 4. Key results of the Phase I and Phase II of the Project

*The database of Russian experts for international development*



More than 28 000 visits since the launch of the webpage with visitors from Russia (42%), Armenia (14,3%), Uzbekistan (8,3%) in comparison with 891 visitors at the end of Phase I shows gradual development of the website. The following map shows that the website and the database are intensely used in the CIS region and are also widely used in other countries. The map also shows potential for use in the African countries.



Database remains the most visited section of the website. Most visitors are 25-44 years old who on average spend 4 minutes on the website. The majority of visits (51,6%) are direct targeted visits, while transfers from search engines take up to 28,9%. Click-throughs from links on websites - 9,83 %; Internal Transfers - 6,04 %; Transfers from social networks - 2,52 %.

## Survey on the implementation of the Russian Experts on Demand programme and Internship programme<sup>34</sup>

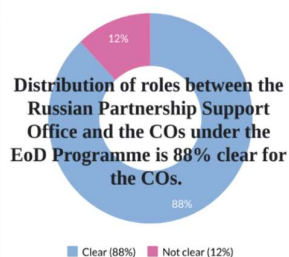
July 2021

Survey on the implementation of the Russian Experts on Demand Programme and the Internships Programme under the KM Project, Phase II



The survey was launched in May 2021. So far, eight responses were received from the Country Offices. The survey is ongoing.

**Experts on Demand Programme**  
(Distribution of roles and feedback on the Database thematic areas)



"It is essential to remind COs about the operating procedures to avoid risks of non-compliance with the rules of the Programme. Staff rotation in COs, lack of newcomers' awareness of the programme procedures and sharing of responsibilities between the CO and the KM project team sometimes require additional clarifications from the KM project team".

The following thematic areas of expertise need to be added to the Database:



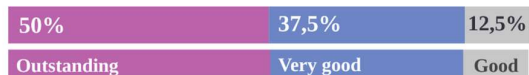
Database of Russian experts claims **100 % useful** for identifying and locating experts



### Level of national partners' satisfaction with the work of experts

The Russian gender expert provided recommendations for changing the legislation, education system and a list of measures to empower women in Gagauzia region. Local authorities highly appreciated experts work with a focus on economic integration of the victims of domestic violence and other vulnerable groups.

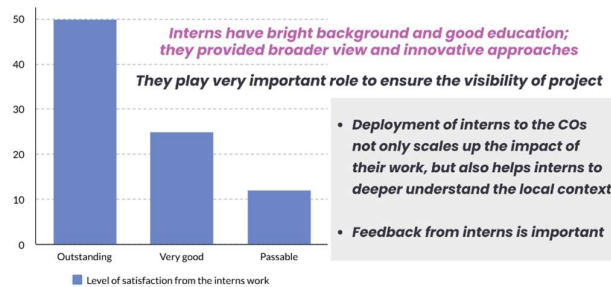
The national counterparts appreciated high level of expertise provided by the Russian experts, who have shown strong capacities in the advisory themes, flexibility and interest.



### Suggestions for improvement of the EoD Programme

- It would be great to have an opportunity to apply for the Programme throughout the year
- The duration of the experts' assignments could be increased
- The EoD Programme format is very targeted and result/impact oriented. The only suggestion is to keep enlarging the pool of skillful experts in the Database

### Internship Programme and suggestions for its improvement



Interns have bright background and good education; they provided broader view and innovative approaches. They play very important role to ensure the visibility of project

- Deployment of interns to the COs not only scales up the impact of their work, but also helps interns to deeper understand the local context
- Feedback from interns is important

Results of the survey show that more than 87,5% of beneficiaries are highly satisfied with the work of Russian experts under the Programme and express continued interest in attracting targeted and impact oriented Russian expertise.

Level of national partners' satisfaction with the work of experts is very high: 50% describe the work of Russian experts as 'outstanding', 38% as 'very good' and 12% as 'good'.

UNDP COs highly appreciated interns' work, which is proved by numerous requests for extension (Belarus, Kyrgyzstan) financed from office budgets. In 2020 and 2021, 3 and 9 interns respectively (out of 20 in total for two years) were extended up to 6 months.

COs outline that "...interns provided broader view and introduced innovative approaches" and "ensure visibility of the projects and programmes they work for."

<sup>34</sup> All answers are accessible via the link: <https://docs.google.com/forms/d/1ObkpGJ6Mvrcig8HbYzFCqUGQllwCegq-m3T3G6hSfy4/edit?usp=sharing>

## Completed assignments under the Russian Experts on Demand programme

Since the start of the Phase I of the Project, 85 assignments in 11 countries were completed supporting programme countries in urban development, health systems management, energy efficiency, precise agriculture, digital solutions, and other fields. Results of experts' assignments were consistently highly ranked in evaluations by UNDP COs and proved to have sustainable and long-term impact in the partner countries.

### UNDP national partners' feedback on the experts' work

*The Russian expert's recommendations, particularly on optimal administrative structures and relevant capacity building for the forest sector administration were appreciated and accepted both by Ministry of Environment and national forest authorities.*

*The national institution had been very satisfied with the quality of the capacity building activities provided by the Russian professor. The Security Council had accepted the cybersecurity strategy developed by the Russian expert for further elaboration of the National Strategy.*



*Ministry of Economic Development and Trade of the Republic of Tajikistan was very satisfied with the work of Russian expert. The expert conducted deep analysis of free economic zones in Tajikistan and provided concrete recommendations for establishment of single center for management of free economic zones.*

*State Committee on Investment and State Property Management of the Republic of Tajikistan was*

*happy with engaging the Russian expert, who conducted series of events on youth entrepreneurship in Tajikistan in 2017. The analysis on youth entrepreneurship infrastructure in Tajikistan served as base for launching several activities by business development institutions and private sector companies in 2018-2019.*

*The Russian gender expert provided recommendations for changing the legislation, education system and a list of measures to empower women in Gagauzia region in Moldova. Local authorities highly appreciated experts work with a focus on economic integration of the victims of domestic violence and other vulnerable groups.*



# Experts on Demand

Phase I and Phase II



## Armenia

1. Forest Inventory
2. Chemicals and Waste
3. ENMSs at municipal buildings
4. Rights of persons with disabilities
5. City Resilience
6. Smart city
7. Asbestos waste disposal
8. Disability assessment
9. ENMS and EMIS implementation
10. Energy Management training
11. Forest sector reforms
12. Demolition of hazardous wastes
13. Public space expert
14. E-court Management System

## Azerbaijan

1. EMIS for public buildings
2. Training materials for EMIS

## Belarus

1. Energy efficiency in school buildings
  2. Social enterprises marketing
  3. Trade capacity development
  4. Socio-economic development
- ## Cuba
1. Agrometeorology
  2. Satellite data processing
  3. Hydro energy on rivers
  4. Water resources and forecasting
  5. Hydro surveillance to tackle drought

## Kyrgyzstan

1. Cybersecurity capacity
2. Cardio surgery capacity
3. Urban planning
4. Education for digital economy
5. Migration management
6. Trade potential
7. Hydro-technical works
8. Investment legislation analysis
9. Urban development
10. Psychosocial support
11. Energy Efficiency Fund
12. Energy efficiency in schools

## Laos

1. Climate resilience

## Moldova

1. Cultural heritage capacity
2. Norms and solutions in street lighting
3. Chisnau Data Platform
4. Intelligent transport systems
5. Women economic empowerment
6. Street lighting

## Serbia

1. Public sector energy management
2. Training course for energy managers

## Tajikistan

1. Trade legislation
2. Youth entrepreneurship development
3. Public private partnerships mechanisms
4. Hydrometeorology capacity
5. Business Russian language course
6. Development of techno parks
7. IT startups ecosystem
8. Provision of consultancy on trade
9. Tourism development
10. Free economic zones
11. Development of IT sector

## Turkmenistan

1. Statistical training
2. Residential rent statistics
3. Viral hepatitis (VH) treatment protocols
4. VH laboratory systems
5. System of national accounts (SNA)
6. Trade strategy capacity
7. VH registry
8. VH diagnostics capacity
9. National digital programme
10. Non-observed economy
11. Insurance services
12. Strengthening capacity on SNA 2008
13. Financing SDGs using PPP
14. Statistics software tools
15. Trainings in banking
16. Transition to SNA 2008

## Uzbekistan

1. Civil service reforms
2. Regional development
3. Shadow Economy
4. Social-economic baselines
5. Russian experience in WTO accession
6. Human rights
7. Participatory budgeting
8. Foresight methodology
9. Participatory budgeting 2.0

**11 countries**  
**85 assignments**

## Results of the survey among the Project interns



### Results of the survey among KM project interns (August 2020)



19 respondents (63,3% of the overall number of interns; including 15 women) shared their feedback on the Internships Programme in Phase I and II.

#### Contribution of Internship to professional development

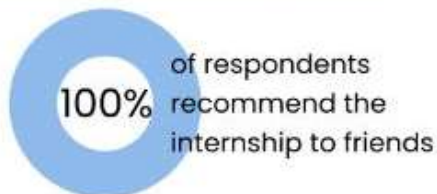


- Very satisfied
- Satisfied
- Somewhat satisfied\*

\* Other suggested options were: Neither satisfied nor dissatisfied, Somewhat dissatisfied, Dissatisfied, Very dissatisfied

"The internship is **an unparalleled opportunity** to create a positive impact and contribute to peace and sustainable development while gaining matchless professional and life experiences. Through the internship I supported the effective delivery of programs and mandates of UNDP in the communities that need its support the most. Moreover, working in another country gave me the opportunity **to step outside my comfort zone**, learn new cultures, expand networks, understand different approaches to tasks and problems, and to operate in different environments."

"For me personally analytical work and research on various topics proved to be an **outstanding opportunity** to help the supervisor and office while also acquiring professional knowledge and expertise."



#### Most useful experience for future professional development



#### Interns' comments/suggestions:

- Extend the duration of internship to six months;
- Ensure better feedback from the supervisor, more involvement in the activities;
- Give more freedom of choice in choosing destination and department;
- Provide more detailed advertisement (on Moscow part of internship and timeframe of both parts);
- Maintain a former interns' community;
- Extend cooperation with universities in other development-related spheres (hydrometeorology, natural disasters etc.);
- Continue the programme, everything was great!

"This is a unique chance to get working experience in one of the largest development organizations. The diversity of the roles, combined with **a truly international experience** make this internship irreplaceable for everyone who considers continuing professional career in the field of international development."

"The project was a very **immersive and useful** professional experience, while also being one of the best opportunities for those who would want **to acquire a hand-on experience** of working at an international entity, pursue a relevant career (whether national or international) or upgrade their professional expertise and understanding of development issues."

## Support to the Russia-UNDP Partnership implementation

The Project provided support to:

- Implementation of the Russia-UNDP Partnership Framework Agreement; preparation of Annual Partnership Consultations on TFD, Steering Committee meetings and other events related to the TFD;



- Participation of senior UNDP officials in the events: St. Petersburg International Economic Forum (SPIEF), the Eurasian Development Bank's business lunch;



- Russian officials' monitoring missions and participation in events in Belarus, Cuba, Kyrgyzstan, Serbia, Tajikistan, Uzbekistan;
- Participation of Russian experts in TFD projects in Armenia, Cambodia, Kyrgyzstan, Tajikistan and participation in international conferences, e.g., "Leveraging and Managing Climate Finance for Sustainable Development in Middle Income Countries" in Almaty, Kazakhstan;
- Promoting experience of Russian companies and institutions (Worldskills Russia, Social Investment Fund) by conducting the webinars;



- Preparation of thematic seminars, round tables, and webinars, e.g., jointly with the WorldSkills Russia and the Ministry of Education of the Russian Federation, the Project organized "WorldSkills as an Instrument for Economic Growth" webinar to present WorldSkills Russia's experience in vocational education in Russia and other countries in the region. Another example is the webinar on artificial intelligence and big data technologies conducted together with the Agency for Strategic Initiatives (ASI) and aimed at promoting international cooperation to solve global social problems using innovative technologies;
- Deployment of Russian experts to the UNDP Global Policy Network facility (GPN ExpRes Roster) in close collaboration with the UNDP Headquarters with an aim to support the work of UNDP offices and partner agencies. The Project provided the list of Russian consultants' profiles, and as a result, 40 experts have been vetted and invited to register in the Roster;
- Support to organization and facilitation of the monitoring missions of key Russian ministries' representatives (Ministry of Foreign Affairs, Ministry of Economic Development and Ministry of Finance) to the countries

(Armenia, Belarus, Cuba, Kyrgyzstan, Serbia, Tajikistan) to assess the progress of projects financed by the Government of the Russian Federation;

- Facilitation of the ODA Learning Series for Emerging Donors which has been organized since 2014 based on the priorities of the partners from the emerging donor countries. It covers ODA relevant technical and thematic areas such as monitoring and evaluation, reporting, private sector engagement, green and alternative finance, skills development, and more. In 2020 and 2021 the Project team organized two webinars in the ODA series on 1) deploying development expertise presented Russian and other emerging donor's experience in expertise sharing, and 2) the experience of the Russian Federation and several UN Volunteers with UNV programme including Fully Funding programme, and experience of Kazakhstan and Slovakia;



- UNDP RBEC newsletter accumulates updates from UNDP partners and donors, covers SDGs-related issues, finance and business news, climate finance updates, news from international financial institutions and development agencies, as well as includes the links to useful and interesting resources, briefs on high-level events in Russia and other countries. The Project provides updates from the Russia-UNDP partnership, TFD projects and other news related to the Project.

*Feedback on participation in the Russia-UNV Full Funding programme is very positive:*

**«The UNV programme helps to continue developing my professional skills in renewable energy in the international environment and allows me to bring the new and fresh vision to the team of international professionals.» - Denis Korchunov, UNDP Jordan**

**«The UNV FF programme allowed me to properly enter the international development sector and improved my chances to enter the UN system at some point, I believe. The Russian government's decision to fund my second year of assignment has definitely played a great role, as well as the approval of modality change to UNV Specialist: this two-year period was crucial at the very start of my career.» – Daria Yaksen, UNODC Palestine**

**«UNV is one of the opportunities to “get a taste” of the UN system without making long-term commitments while figuring out your strengths and weaknesses as a professional. I think this modality allows for greater flexibility and gives UNVs an opportunity to explore, innovate and contribute to sustainable development» - Maria Yastrebova, UNDP Kenya**

**«I think that the UNV programme is a great opportunity, especially for those who are starting their international career, to get experience within the UN system. It also brings a better diversity to the staff of the agencies working in the field and increases the representation of less represented countries in the UN system.» - Daria Kosheleva, IOM Madagascar**

**«The programme helps to popularize further the development cooperation sector , as well as offers a unique opportunity of volunteering abroad for young Russian professionals passionate about sustainable development and international cooperation.» - Kamila Adgamova, UNDP Zimbabwe**

**«The FF Programme is definitely 100% relevant and important for Russian professionals such as myself, who have an interest in a career in international development. This opportunity opens doors for us to continue pursuing this career path and representing our country at various international platforms.» - Nina Tabinaeva, UN RCO, Ethiopia**

**«I believe the UNV Programme provides a unique opportunity for Russian young professionals interested in international development to experience first-hand the role and structure of the international civil service, whilst advancing their knowledge, skills and career development and promoting the values of volunteerism.» - Olga Nilova, UN RCO, Lao PDR**

## **Annex 5. Terms of References of the key Project positions**

### **Project Manager**

Under the overall strategic guidance of the New Partnerships & Emerging Donors Team Leader, and supervision of the Manager of the Russia-UNDP Trust Fund for Development, the Project Manager has the following duties and responsibilities:

#### **1. Providing effective management of implementation of the Project activities:**

- Russian Experts for international development database;
- Russian Experts on Demand programme.
- Innovative Solutions Challenge Fund (Russian Challenge Fund - RCF).
- Support for the Russia-UNDP Partnership, including building and maintaining partnerships with think tanks, institutions, academia and other organizations;
- Internship programme;
- Support to Russia-UNV FF programme (in cooperation with UNV);

#### **2. Overseeing, monitoring, evaluation, and managing the Project:**

- Ensure timely implementation, results-orientation and accountability for Project results;
- Lead the development and achievement of annual Project delivery targets;
- Perform Project oversight, quality assurance, monitoring, reporting, field missions, evaluations midterm and final assessment in line with UNDP Rules and Regulations;
- Monitor the progress on agreed results framework and performance indicators and take timely actions/decisions;
- Brief and consult with the supervisor and the Project Board members on Project progress and provide information and advice as required to contribute to the Project implementation;
- Identify areas of improvement by applying best practices/lessons learnt using UNDP corporate monitoring tools and corporate reports;
- Prepare delivery reports; produce and present reports on the financial and operational status of the respective Project components;
- Prepare Terms of Reference, identify, contract and manage consultants and/or organizations for Project implementation;
- Coordinate the preparation of final Project review reports to be submitted to the Project Board;
- Ensure close financial and procurement oversight and monitoring of all activities of the Project;
- Prepare annual work plan and annual Project reports by monitoring the progress of Project implementation, assessing results and identifying areas of weaknesses to ensure the Project achieves the planned results in accordance with relevant plans;
- Monitor and manage any strategic risks/issues facing the Project; submit new risks/issues to the Project Board for consideration and decision on possible actions if required; update the status of these risks/issues by maintaining the Project Risks/Issues Log;
- Ensure Project's procedural alignment with UNDP position, rules and regulations and mandate;
- Evaluate all key Project deliverables, as well as final product to ensure traceability of requirements, high quality and client acceptance;
- Monitor events as determined in the Monitoring and Evaluation plan, and update the plan as required.

## **Knowledge Management Analyst**

Under overall guidance and the direct supervision of Project Manager and overall supervision of Head of Partnership Support Office in the Russian Federation, the incumbent is expected to perform the following tasks:

1. *Russian Experts Database maintaining and development:*
  - Facilitates involvement of Russian experts in the implementation of development programmes around the world by enabling partner countries, Russian ministries, UNDP COs, international organizations, and other stakeholders to promptly locate appropriate Russian expertise needed for development assistance projects;
  - Ensures Russian experts are provided an opportunity to promote their expertise, products and innovative solutions;
  - Ensures visibility of the knowledge management work under the Russia-UNDP Partnership by regular updates and news on the webpage;
  - Communicates with UNDP offices to inform on the database opportunities, inquire about thematic needs in expertise, search for and invite new experts accordingly;
- 2) *Implementation and further development of the Experts on Demand programme:*
  - Implements a full cycle of the Russian Experts on Demand programme;
  - Monitors development impact in the specific intervention area by Russia expert's contribution via small scale feasibility studies, on-site assessments, scoping missions, trainings, workshops, conference contributions, and various types of bilateral consultations;
  - Facilitates institutional knowledge exchanges and development of horizontal linkages with Russian institutions;
  - Raises awareness of the COs and national partners on the Russian expertise, leading to its greater engagement of Russian experts for projects not funded by Russia.
  - Supports enhancing presence of Russian experts in UNDP internal rosters to enable expedited hiring.
- 3) *Implementation and further development of the Russian Innovative Solutions Challenge Fund (RCF);*
  - Implements full cycle of the RCF;
  - Prepares, in cooperation with the IRH procurement unit, the documents for Calls for Applications;
  - Updates a guidance on application process and on the RCF procedures, terms and conditions.
- 4) *Support to the Russia-UNDP Partnership, including building and maintaining partnerships with think tanks, institutions, academia and other organizations*
  - Supports to preparation of reports, updates and knowledge management visibility materials to inform the donor on the Project activity implementation;
  - Promotes the exchange of best practices and innovative approaches in knowledge management;
  - Ensures that information materials and tools are produced and effectively disseminated through the Project's channels;
  - In collaboration with internal and external partners, actively identifies and contributes to the Project advocacy and outreach;
  - Supports to coordination and effective management of the Project activities related to the Russian Experts Database and Russian Experts on Demand programme;
  - Provide inputs for accomplishment of tasks related to other Project activities;
  - Provides support to development of partnerships with Russian government institutions, academic institutes, private sector entities, civil society in the specific thematic areas based on the TFD and other COs Projects' needs and donor priorities ;
  - Provides support to involvement of Russian experts in the implementation of the PFA, the TFD projects and other COs projects;
  - Provides support to establishment of institutional partnerships with Russian organizations in various fields of expertise.



## **Project Specialist - the National UN Volunteer**

Under the direct supervision of the Project Manager and with overall coordination of the Senior National Officer in the UNDP Partnership Support Office in the Russian Federation, Project Specialist - National UN Volunteer will work in close collaboration with the UNDP IRH and UNV teams, respective Project staff, and external clients (governments, donors, consultants, volunteers, etc.) as required for resolving Project issues. The incumbent is expected to perform the following tasks to support in implementing the Project activities including:

### **1) Russian Experts database and the Project website [expertsfordevelopment.ru/](http://expertsfordevelopment.ru/)**

- Further development, completion, verification and maintaining of the database;
- Communication with registered experts, including on updating their profiles and collect their feedback on the database, make changes if needed;
- Monitoring and posting UN/UNDP vacancy announcements for international consultants, and informing Russian experts from the relevant thematic areas;
- Invitation of new experts, assessment of their applications, assurance of the quality of the profiles, including by providing the translation into English when needed;
- Maintenance, expanding the content, and design of the bilingual website to present the activities of the Project, the Russia-UNDP Partnership and the TFD;
- Work in close collaboration with the IT company to ensure the correct indexation of the webpage in the search engines, catalogues, Rich Site Summary (RSS), to enable finding the database and experts by internet users and making of hosting, backup copies and so forth, performance of all procedures related to storing personal information,
- Regularly collecting feedback on the database, drafting terms of references for its further development, including possible new sections and functions to the website, such as for example, repository of useful resources, for example on SDGs or other issues related to development cooperation;

### **2) Internship programme:**

- Drafting ToR for intern's positions to be announced at UNDP website based on the UNDP offices' needs, and distribution of the announcement among the Russian educational institutions;
- Participation in formalization of the internship; collecting necessary documents; communication with the candidates and selected interns on the internship's terms, conditions, and procedure;
- Support to development of the partnership with MGIMO and Higher School of Economics under the programme.

### **3. Knowledge sharing under the Russia-UNDP partnership:**

- Support and facilitation of participation of UNDP representatives in the large-scale events in Russia;
  - Facilitation of monitoring missions by civil servants and the TFD/Project team to the project sites, and participation in the UNDP events;
  - Support to production and effective dissemination of information materials, tools, and advocacy publication through the programme channels;
1. Support to knowledge sharing within UNDP through facilitation of the ODA learning series for the donor countries, issuance of UN bulleting, and implementation of UNDP strategic documents.

### **4. Russia-UNV Full Funding programme (FF programme) in cooperation with UNV Headquarters:**

- Support the implementation of the UNV FF programme activities led by UNV office in Bonn, with monitoring and reporting on implementation as needed by UNV/UNDP and its partners;
- Facilitation of UNV and UNDP participation in events on volunteerism in Russia and in the region;
- Dissemination of information and awareness raising about the UNV modalities and opportunities to prospective Russian applicants from educational institutions, professional unions, academia, and other organizations to the UNV database including the Online Volunteering platform;
- Support to a targeted outreach to attract the Russian right talent into the UNV global talent pool as well as to expand opportunities and capacities of the Online Volunteering platform.

## ANNEX 6

### KNOWLEDGE MANAGEMENT AND CAPACITY DEVELOPMENT, PHASE III' PROJECT, 2022-2025 COMMUNICATION PLAN

<b>Communication Activities &amp; Tools</b> (how best to reach your respective target audiences with the key messages? )	<b>Target audience</b> (ranked by importance; highlight if contacts already made)	<b>Timing</b> (when is the activity due or how often?)	<b>Expected Result/Indicator of achievement</b> (for each tool chosen)	<b>Responsible CO unit/persons</b> (and supporting)
Website <a href="https://expertsfordevelopment.ru/">https://expertsfordevelopment.ru/</a>	Visitors of the website: representatives of the donor, UNDP/UN offices, general public, experts, and students	Throughout the duration of the Project (on a regular basis)	Visitors of the website are informed about the news on Russia-UNDP Partnership, TFD, KM Project and opportunities for experts, students, and potential volunteers, including vacancy announcements	Project team
Announcement of the Call for Proposals (CfP) under the Experts on Demand Programme on the Project's website and e-mailing out to the UNDP COs eligible to apply as per the project document	UNDP COs	At least once a year	UNDP COs (programme officers, project managers and others involved in the projects' implementation) are informed about the Programme, its rules, the application procedure, and the timing; applications are submitted, relevant experts are recruited, and assignments are completed	Project team
Announcement of the CfP for the Russian Challenge Fund (RCF) on the UNDP corporate website and Project's website, e-mailing out to local entities identified beforehand depending on the RCF thematic angle	Local private sector entities (commercial companies), think tanks, universities, institutes, and individuals registered in the Russian Federation which can provide Russian innovative solutions addressing development challenges in the partner countries	At least once a year	Candidates eligible to apply to the Russian Challenge Fund are informed about the opportunities within the RCF; proposals are submitted, agreements with successful innovators are concluded, and assignments are completed	Project team

<b>Communication Activities &amp; Tools</b> (how best to reach your respective target audiences with the key messages? )	<b>Target audience</b> (ranked by importance; highlight if contacts already made)	<b>Timing</b> (when is the activity due or how often?)	<b>Expected Result/Indicator of achievement</b> (for each tool chosen)	<b>Responsible CO unit/persons</b> (and supporting)
Announcement of the Internship Programme on the UNDP corporate website and the Project's website (possible intern positions are preliminary identified COs) and e-mailing out to Russian leading universities	University students enrolled in a Graduate Programme (Master's or equivalent) or are Recent Master's graduates, who have Russian citizenship	Annually	COs, universities, and candidates for intern positions are informed about the Programme, its rules, the application procedure, and the timing; selected students successfully completed the internship	Project team
Announcement and news about the events: webinars and other forms at events, including side-events at the global forums and conferences (in partnership with the Permanent Mission of the Russian Federation to the UN), aimed at sharing Russian and international vision, expertise, and experience in various development domains	Visitors of the website interested in promoting the SDGs, UNDP development projects	1-2 events per year	Visitors of the website interested in the SDGs, UNDP development projects are informed about the future and the past events where Russia's vision, expertise, and experience in various development domains is presented	Project team
Communication products (human stories, results-focused success stories) inspired by the Experts on Demand programme, RCF, internship programme	UNDP offices, donor representatives, the Project's stakeholders	Every two years	General public is informed about the Project's achievements	Project team
Audio-visual products to support the Russia-UNDP Partnership development on request	UNDP/UN offices, donor representatives, the Partnership and Project's stakeholders	On request	General public is informed about the Russia-UNDP Partnership development	Partnership/Project team