United Nations Development Programme
Bratislava Regional Centre
Project Document

Strategic programming framework and regional facility for enhanced regional cooperation, professional networking, mutual learning and information sharing on Public Administration Reform in Central and Eastern Europe and the Commonwealth of Independent States (Short title: Regional Centre for Public Administration Reform / RCPAR)

UNDAF Outcome:

Expected CP Outcome: Public administration integrity and capacity for evidence-based policy development and public service delivery improved.

Expected Outputs: (1) Regional cooperation and mutual learning on (i) policy-making and coordination; (ii) public finance management; (iii) organization and staffing in public sector; (iv) public service delivery, enhanced through demand-driven programmatic activities and targeted technical assistance; **(2)** Regional network of PAR practitioners and experts expanded, its knowledge infrastructure enhanced, and its capacity to engage in regional PAR programming strengthened; **(3)** Establishment and enhancement of a regional facility to support the regional cooperation on Public Administration Reform

Executing Entity: UNDP Bratislava Regional Centre

Brief Description

The fragmentation of donor approaches and the lack of a unified vision and programming framework for Public Administration Reform interventions in Eastern Europe and the Commonwealth of Independent States are causes for the limited progress on reforming state structures in countries of the region over the past decade. The first phase of the Project has initiated the consolidation of regional Public Administration Reform programming and knowledge resources by bringing together two professional networks in a structured manner, so that they may progress towards the development of a broad-based, demand-driven, regional public sector reform programme for the next five years. It has also made progress in developing an institutional framework for regional cooperation in promoting homegrown solutions in public service reform. The second phase of the Project – outlined below – focuses on developing and implementing demand-driven regional cooperation activities in four substantive areas (Policy Making and Coordination; Public Finance Management; Public Sector Organization and Staffing; and Public Service Delivery), deepening and broadening the Network of Focal Points in participating countries, and setting up the RCPAR as a catalyst for innovation and dissemination of best practices to advance Public Administration Reform in the region.

Programme Period:	RPD 2006-2010	Total resources required	7,091,935
Programme Component:	Democratic Governance	Total allocated resources:	7,091,935
		• Regular	-
Project Title:	Regional Centre for Public Administration Reform	• Other:	
		o Donor	7,091,935
Atlas Award ID: _____		o Government	
Start date:	January 2008	Unfunded budget:	-
End Date	December 2012	In-kind Contributions	
PAC Meeting Date	13 December 2007		

Agreed by (UNDP): _____
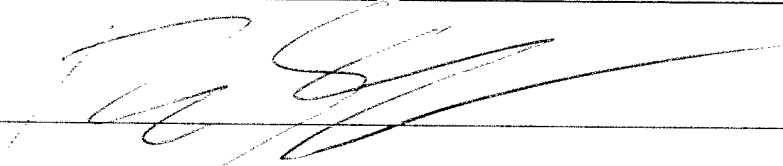
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I. Situation Analysis

Background Information

In 2006, the Hellenic Government and UNDP Bratislava Regional Centre (BRC)[1] entered into a partnership to advance public sector reform in the region of Central, Eastern and Southeastern Europe and the Commonwealth of Independent States (CIS). This joint venture is based on substantive convergence in terms of programmatic objectives and obvious complementarities in terms of operational infrastructure and capacities, i.e., BRC's project development and implementation capacity, as well as UNDP's infrastructure of Country Offices (COs) throughout the region and outreach to local partners. From the UNDP perspective, this partnership has been an attractive and timely opportunity, as it has allowed it to build a more coherent and unified framework for regional programming on Public Administration Reform (PAR), reduce duplication in donor-funded activities, consolidate resources, and bring together regional networks, experts databases and knowledge repositories.

The Project has adopted a phased approach. The first phase was inaugurated in July 2006, and subsequently extended to the end of December 2007. It concentrated on strengthening regional cooperation and information sharing on PAR, and it administered a regional PAR Survey in order to lay the foundations for the second phase, to start in 2008. The second phase focuses on the implementation of the demand-driven five-year programme on PAR, based on the findings of the Survey and other inputs from the Focal Points and the UNDP Community of Practice. In June 2007, it received a pledge for financial support from the Hellenic Government, subject to Parliament ratification[2].

In late 2006, the Project convened the Inaugural Meeting of Regional Networks of Public Administration Reform Practitioners and Experts[3], where the new Partnership was officially introduced to relevant stakeholders. This included the existing networks of Focal Points and UNDP's regional Community of Practice on PAR, which were brought together for the first time and invited to engage in joint co-operation in the framework of the new Project. Specifically, the Meeting had the following objectives: [a] Introduce the new initiative; [b] Engage in dialogue on recent PAR developments and identify common challenges and concerns; [c] Initiate the process of joining the two regional PAR networks; [d] Prepare the

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[1] Reference is made to the Cost Sharing Agreement (CSA) signed on 30 June 2006 between the BRC and the Hellenic Ministry of Interior, Public Administration and Decentralization, as well as to the Project Document (Award ID: 00045108) titled: "Strategic programming framework and regional facility for enhanced regional cooperation, professional networking, mutual learning and information sharing on Public Administration Reform in Eastern Europe and the Commonwealth of Independent States", attached to the above-mentioned CSA.

[2] Reference is made to the CSA signed on 14 June 2007 between the BRC and the Hellenic Ministry of Interior, Public Administration and Decentralization, which has in attachment an outline of the five-year project (2008-2012). This Project Document is an elaboration of the outline agreed in June 2007.

[3] The Meeting took place in Alexandroupolis, Greece, on 20 - 21 November 2006. The event brought together some 60 participants, including public administration practitioners and experts from Europe and the CIS, representatives from the Greek Government, UNDP COs and BRC staff and a number of external experts and representatives of international organizations. Greek Minister of Interior, Public Administration and Decentralization Prokopios Pavlopoulos and BRC Director Ben Slay opened the meeting with keynote remarks. The Meeting's report may be found at the following address: http://www.uncpar.org/contents.asp?category=18&id=127.

ground for a regional PAR survey (discuss outline, methodology, roles); and [e] Agree on a roadmap for consultations to develop a demand-driven regional five-year PAR programme.

The Meeting succeeded in initiating a dialogue on issues, which were subsequently addressed in the "First Survey of Potential Assistance Needs in the Participating Countries" that was administered in early 2007. Initial proposals for activities of the network were also discussed and the network members made some progress in identifying shared challenges / areas of intervention and proposing co-operative initiatives.

The regional PAR survey was completed at the end of March 2007. The analysis of its findings and the Survey Report[4], presenting recommendations for the multi-year demand-driven programme on four thematic clusters[5], were completed in June 2007, and circulated to the networks as a basis for discussion in developing the five-year project.

In October 2007, as part of its planned activities the Project supported a Western Balkans Workshop on Civil Service Reform[6] and the associated meeting of the Western Balkans Community of Practitioners on Human Resource Management in Civil Service, as a prototype of participatory, thematic and/or sub-regional initiatives that will be facilitated by the RCPAR. It is expected that the Western Balkans Community of Practitioners on Human Resource Management in Civil Service will become actively engaged in regional initiatives under the RCPAR framework in the coming period.

The joint networks of Focal Points and Communities of Practice have been reinforced through the establishment of an online regional resource centre on PAR and a regional PAR expert roster. The online resource centre will enable the networks to share information and knowledge, generate multi-country PAR initiatives in an interactive way, and solicit the Project's support for their implementation.

Intended project beneficiaries

The primary beneficiaries of the present Project are governments in Central and Eastern Europe and the CIS, who will gain from enhanced regional cooperation, professional networking, mutual learning and information sharing on PAR, as well as from a consolidated regional programming framework to meet their demands for PAR support in the medium term.

Also benefiting from this project will be UNDP's regional Community of Practice (CoP) on PAR and RCPAR's network of Focal Points, as the joining of the two networks is progressing. Their knowledge resources are being consolidated, thus enhancing their capacity to support PAR efforts in countries of Central and Eastern Europe and CIS.

Participatory needs assessments and consultations in developing programmatic initiatives will ensure relevance and proper targeting of activities under this project, and help assess results

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[4] The Report of the regional PAR Survey, which represents a key input in developing the present project, is available at http://www.uncpar.org/uncpar/mediaupload/20070730_CPAR_survey_report.pdf
[5] The thematic clusters are: [a] policy-making and coordination; [b] financial management; [c] organisation and staffing; and [d] service delivery.
[6] The report from the *2nd Western Balkans Workshop on Civil Service Reform: Towards a Professional and Apolitical Civil Service* is available at http://europeandcis.undp.org/governance/show/6D10DDA1-F203-1EE9-BAC0C7BBA53EDCB3. The event was organized on 11-12 October 2007 in Budva, Montenegro, by UNDP Country Offices in Bosnia and Herzegovina and Montenegro with support from UNDP BRC and the Project, and gathered civil service reform practitioners from all the countries in the sub-region.

and impact with the participation of beneficiaries and relevant stakeholders. Wider public participation in individual activities will be ensured through adequate arrangements, as appropriate.

Partnerships

This project is a partnership between UNDP and the Hellenic Government, based on their joint commitment to advancing public sector reforms in Southeastern, Central and Eastern Europe and the CIS. The Hellenic Government - through the Ministry of Interior, Public Administration and Decentralization - is the primary financier of the Project and it will use its best endeavors to facilitate access to experiences[7] in modernizing the public sector in Greece, which may be relevant for other countries in the region. UNDP/BRC will use its operational capacities, outreach, networks and knowledge to ensure a coherent programming approach and effective implementation at the regional level. For specific activities, implementation will also rely on close partnership with UNDP Country Offices in the region. Substantive consultation and information sharing, in particular regarding the consolidation of regional PAR networks and knowledge resources is also being sought with other international organisations, networks and initiatives operating in the same field[8].

II. Strategy

Rationale for UNDP assistance

In recent years, UNDP has promoted a comprehensive approach to reform of state structures. One example is UNDP's role in Ukraine's Blue Ribbon Commission, whose work inspired the reform agenda of the government that emerged from the 2004 orange revolution. Through Capacity Building Funds, UNDP has supported far-reaching multi-dimensional PAR programmes in Serbia, Montenegro and Georgia. Across the region, UNDP is involved in supporting policy coordination at the centre of government, civil service training, capacity development for key state institutions, administrative restructuring, the introduction of modern budgeting processes, e-governance initiatives, anti-corruption and other PAR-related efforts. With its regional as well as country presence, UNDP is ideally placed for facilitating regional dialogue and developing a demand-driven public sector reform programme to enhance shared understanding, mutual exchange and learning among countries in the region.

Strategy for achieving results

In November 2006, the Project convened an Inaugural Meeting of Regional Networks of Public Administration Reform Practitioners and Experts[9], where the new Project and the

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[7] Such as the large-scale implementation of Citizen Service Centers, models of public-private partnerships for public service delivery, public service reform, administrative re-structuring of local government units, and processes and procedures in promoting European Union integration.
[8] Consultations have been held with regard to this Project, and information exchanged with a number of relevant regional actors, such as OECD/Sigma and NISPAcee, with a view to sharing insights about the PAR challenges in the region, coordinating activities, identifying potential synergies and avoiding overlaps.
[9] see footnote 3 above

partnership between the UNDP/BRC and the Hellenic Government were officially introduced to relevant stakeholders: the existing network of Focal Points and the UNDP Community of Practice. The Meeting succeeded in initiating a dialogue aimed at identifying needs/challenges in Public Administration Reform (PAR) and corresponding areas of intervention, which was subsequently followed up with a structured Regional PAR Survey[10]. The analysis of Survey responses and additional consultations with the networks resulted in concrete recommendations for the five-year project.

Output 1: Regional cooperation and mutual learning on (i) policy-making and coordination; (ii) public finance management; (iii) organization and staffing in public sector; (iv) public service delivery, enhanced through demand-driven programmatic activities and targeted technical assistance

The Project will build on its outreach through the networks of PAR practitioners and experts that it facilitates, in order to foster innovation and dissemination of best practices in public sector modernization.

The proposed substantive activities are structured around the following thematic clusters: [a] policy-making and coordination; [b] financial management; [c] organisation and staffing; and [d] service delivery.

Within this thematic framework, the Project will develop **two types of activities**, both demand-driven, as follows:

i) *regional activities* – aimed at strategically addressing the common PAR challenges faced by countries in the region. Such activities will be pro-actively initiated by RCPAR, based on assessment and analysis of *aggregate* demand through instruments such as the Regional PAR Survey, as well as consultation with the networks and with relevant partners. While being genuinely demand-driven, these activities will be based on a second-degree assessment of aggregate regional demand, trying to respond to shared regional concerns rather than those of individual countries. Typically the modalities used will be regional research, regional conferences, thematic workshops, publications and knowledge products. Implementation will be normally done by UNDP BRC / RCPAR in a centralized way.

ii) *multi-country activities* – aimed at responding to specific needs expressed by a minimum of three countries that develop joint initiatives meeting the criteria set by the Project[11]. The originators of such initiatives will be Focal Points and network members from different countries, while the Project will provide the enabling environment and facilitation for such participatory programming. Not all countries participating in a specific initiative need to play similar roles, and – in line with its emphasis on intra-regional exchanges and cooperation – the Project will encourage initiatives in which some participating countries are used as sources of expertise and good practice for others. It is expected that activities in this category will be supported on a competitive basis according to the quality criteria set. Modalities used will include study tours, staff exchanges, peer reviews, targeted research, thematic workshops and punctual technical assistance. In terms of implementation

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[10] see footnote 4 above
[11] For more elaboration on the criteria, see the "Implementation Strategy" section below

modalities, it is expected for UNDP Country Offices in countries involved to play a prime role.

The two activity tracks outlined above are complementary. The first type is geared towards achieving the Project's strategic objectives at the macro level, and involve a longer planning and implementation cycle. The second type aims at enhancing regional cooperation on PAR while meeting specific requests from participating countries through a flexible support modality largely similar to a thematic trust fund. However, multi-country activities of the second type are equally expected to be aligned to the Project's strategic priorities and support their achievement.

Below is a list of areas of support corresponding to RCPAR's four thematic clusters, each supported by dedicated activity sets (1.1 to 1.4, constituting the core of RCPAR's substantive interventions). The specific proposed activities and modalities of implementation will be subject to regular review and refinement by the Project's management structure through an iterative process, as outlined in the "Management Arrangements" section. Activities 1.5 and 1.6 are intended to ensure that the RCPAR programme remains consistently both demand-driven (1.5 – Regional PAR Survey), as well as strategic (1.6 – Strategy Papers for the thematic pillars).

Activity set 1.1:   *Strengthening capacities for policy making and coordination*

Issues to be addressed within this thematic area include: [a] strategic planning and policy-making; [b] policy coordination; [c] coordination in European integration; [d] coordination in the area of PAR; [e] coordination in other specific policy areas.

Based on the first Regional PAR Survey, a stream of activities including workshop and study on *PAR strategies and PAR coordination mechanisms*; a workshop and comparative study on *good practice in building policy capacity at the ministerial level*; and making available technical assistance for the transfer of good practices is envisaged for the Project's first two years. These will be complemented with multi-country activities initiated by the network, and will be subject to regular review and adjustment as needed by the Project's management.

Activity set 1.2:   *Improving Public Finance Management*

The substantive focus of activities to be carried out under this thematic area will include: [a] budget preparation; [b] budget execution; [c] internal control and audit; [d] public procurement; and [e] external audit.

Given the substantial activity of other donors in this area (in particular the World Bank), it will be a challenge for RCPAR to carve a niche for itself, at least in the early period of the project. Thus regional activities under this component will be undertaken with prudence, based on careful situation analysis to identify RCPAR's potential added value. In some CIS countries[12] UNDP has a significant track record working on *programme-based budgeting*, including in connection with standards for public service delivery, and hence an inventory of good practice in the region in this area might be a good starting point for RCPAR. Equally, early in the consultation process a number of Focal Points expressed interest in administrative capacity development in connection with the *absorption of EU funds* – a topic on which

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[12] e.g. Russia, Armenia

UNDP has recently worked in South-East Europe, and on which there is significant experience as well in Greece and in Central European New Member States of the EU. In what multi-country activities proposed by network members are concerned, RCPAR's flexible support modality might in itself provide a comparative advantage.

Activity set 1.3:   *Organisation and Staffing in public sector*

Examples of issues to be addressed within this thematic area are: [a] structures and functions of public institutions; [b] civil service system; [c] human resources management; [d] human resources development; and [e] integrity frameworks.

Partly due to the composition of the Focal Points network, but also to the significant challenges faced by the countries in the region in modernizing their civil service and institutional structures, this thematic pillar focused most attention from the Survey's respondents (alongside the first one on policy management). Priority activities envisaged include the research and development of a practical toolkit on *functional review* methodologies[13] for PAR practitioners; a handbook on *Human Resource Management in Civil Service*, with particular focus on the establishment and use of *central personnel records*; a compendium of good practice in *personnel selection and recruitment*. The Survey also identified high demand from practitioners for practical guidelines and good practice examples on *job analysis, description and grading*. Moreover, this is an area where RCPAR expects a significant number of initiatives and requests for support to multi-country activities generated by the network members. The emerging Western Balkans Community of Practice on Human Resource Management in Civil Service is likely to generate a stream of initiatives, and might form the core of the Project's own thematic network on Organisation and Staffing in the public sector.

Activity set 1.4:   *Improving Public Service Delivery*

Activities under this thematic area will be targeted among others at: [a] administrative decision making; [b] administrative simplification; [c] quality management; [d] e-government; [e] decentralization; and [f] public – private partnerships.

The potential quick starter initiative under this thematic component relates to *e-government*, an area in which both UNDP[14] and the former UN Thessaloniki Centre for Public Service Professionalism[15] (UNTC, of which RCPAR is a successor) have been involved in recent years. According to the analysis of the data collected through the Regional PAR Survey, a thematic workshop, regional research and publication on practical *E-government solutions to*

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[13] UNDP BRC issued in 2001 a publication documenting the use of functional reviews as an instrument for PAR in Eastern Europe and the CIS (*Rebuilding State Structures: Methods and Approaches. The trials and tribulations of post-communist countries* - http://europeandcis.undp.org/public/show/62D1310E-F203-1EE9-BE8CE77A6067C535), which could be a good starting point to build on.

[14] In addition to the extensive e-government portfolio developed by UNDP Country Offices in the region, the following should be mentioned at the regional level: UNDP's privileged partnership with the e-Governance Academy in Estonia (a regional centre of excellence, which initially was established under a UNDP project); the partnership with the Stability Pact in South-East Europe under the e-SEE initiative (UNDP Bosnia and Herzegovina is hosting the secretariat of this sub-regional e-governance initiative, see http://www.eseeinitiative.org/); and the new partnership with the Italian government on e-Leadership in South-East Europe.

[15] UNTC consistently prioritized *e-government* as an area for regional cooperation, and in 2006 co-organized a regional workshop on *E-government Applications in the Service of Citizens* (more information at http://www.uncpar.org/contents.asp?category=18&id=130).

improve public service delivery in less developed and under-regulated environments would meet a significant aggregate demand. Similarly to the other thematic pillars, RCPAR will also facilitate selected multi-country initiatives generated by network members.

Activity 1.5:   Research and publication of Regional PAR Survey

Building on the first PAR Survey conducted in the first half of 2007, the annual collection of country information through a structured questionnaire to be completed by Focal Points, is envisaged to assist in the ongoing monitoring of PAR assistance needs in participating countries and reinforce the demand-driven dimension of the Project[16]. The collection of information will result in an annual publication of country-based PAR inventories and may also feed into periodical comparative regional PAR studies. In addition, this data collection exercise will serve to monitor the effectiveness of the network and assess the need for recruiting new Focal Points.

Activity 1.6:   Development and maintenance of strategy papers for RCPAR under each of the four thematic pillars

By the end of the first year, RCPAR will develop – through an interactive process involving network members and under guidance from the Advisory Board – individual programming strategies with results frameworks for each of the four thematic pillars. These strategies will consist in brief papers outlining the priority objectives pursued by RCPAR in the subsequent period in specific sub-domains of PAR, and will be revisited on a regular (annual) basis. The purpose of this strategy formulation exercise is twofold: a) to reinforce the strategic coherence of RCPAR's regional activities and individualize the Project among other regional initiatives; b) to provide a transparent, consistent framework for prioritizing RCPAR support to different multi-country initiatives generated by the network.

The formulation of thematic strategy papers to guide RCPAR activities is not contradictory with the demand-driven nature of the Project. Rather, it aims at ensuring that, while being primarily demand-driven, the Project does not dissipate into a multitude of disjointed, ad-hoc activities, but captures and addresses demand in a strategic way. The thematic strategy papers will be simple and concise, and will also offer to other stakeholders (within and outside the Project) a clear understanding of RCPAR's priorities in any given period. They will be developed and periodically reviewed with direct participation of the network, in conjunction with (or as direct follow-up to) the annual PAR Survey.

Output 2:   Regional network of PAR practitioners and experts expanded, its knowledge infrastructure enhanced, and its capacity to engage in regional PAR programming strengthened

A vibrant regional network of PAR experts and practitioners, who engage in joint activities, share knowledge and expertise, generate programmatic initiatives and monitor significant PAR developments in their countries on behalf of the Project, will be the Project's main asset and outreach infrastructure. In emphasizing the programming-oriented nature of the network, the Focal Points, through participation in moderated forums, mailing lists and surveys, as well

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[16] The exercise shall also be used as an opportunity to assess the impact of the activities implemented in the course of the preceding year and may be used as supporting evidence in view of the planned mid-term evaluation of the Project in 2010.

as face-to-face meetings (thematic or sub-regional) are expected to contribute actively to the identification, implementation and evaluation of joint activities, in accordance with agreed programme features.

Activity 2.1:   *Outreach to potential Focal Points in the region to expand and further enhance cooperation in the framework of the Regional network of PAR practitioners and experts*

In the first two years of operation, the Project aims to continue the expansion of the network in the region. The first regional PAR Survey implemented in the course of spring 2007 achieved a 100% response rate, indicative of the network's interest in the Project. The exercise of involving the network in the data collection and needs mapping for the regional PAR Survey also helped identifying additional profiles of Focal Points needed in different countries. The Survey Report[17] outlines the ideal set of profiles for network members (government officials and NGO sector) to effectively support RCPAR's programmatic ambitions, and sets a high target of more than 20 profiles in each country. This envisaged membership structure, together with practical and programmatic considerations, will orient RCPAR's efforts to recruit new members and expand its network in the coming period.

In practical terms, the outreach work will take the form of written invitations to targeted individuals / institutions in the region. Whenever possible, invitations will be preceded, or followed by in-country visits by the Project staff and consultations with UNDP Country Offices and existing network members in the country.

To ensure satisfactory internal coordination and avoid overlaps and duplication of work, one Focal Point in each country – representing an institution with a PAR coordination mandate – is envisaged to assume the role of country coordinator in relation to RCPAR.

In the medium term, the network will be further structured into four regional Communities of Practice (CoP) corresponding to the Project's thematic pillars, each benefitting from an enabling, interactive IT environment and specialised facilitation.

Activity 2.2:   *Capacity development of Focal Points and members of the Regional PAR Community of Practice to interact effectively in supporting the Project's goals*

In order to facilitate the active participation and substantive contribution of the network members in successfully implementing the Project's activities, a set of activities to enhance the capacity of the Focal Points and the Community of Practice members is envisaged. Such activities will include training workshops aimed at enhancing the members' analytical skills and ability to identify and formulate concrete proposals based on observed needs; and to familiarize the network members with relevant mechanisms such as the online resource and documentation centre, the online advisory service and the expert roster. The training workshops will be complemented with staff exchanges, study tours and other relevant measures particularly aimed at enhancing the overall capacity of the Focal Points and strengthening their involvement in – and commitment towards – the Project.

Activity 2.3:   *Roster of Experts maintenance and enhancement*

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[17] http://www.uncpar.org/uncpar/mediaupload/20070730_CPAR_survey_report.pdf - in particular section 2.1 (The RCPAR Network) on pp 2-8

The CEECISPAR Roster of Experts[18] will continue to build an up-to-date consultants depository on PAR and related fields, with particular emphasis on the Project's main thematic pillars: policy making and coordination, public finance management, organisation and staffing, and service delivery. A strong representation of regional expertise will be achieved by inviting Focal Points to apply, and encouraging them to recommend other professionals, who may be invited to join by the Project's management team and vetted by the relevant Focal Point.

Activity 2.4: *Maintenance and enhancement of an online Resource Database and Documentation Centre on PAR in Central and Eastern Europe and the CIS*

The Project will continue to expand the online resource centre with PAR-related documents, studies, surveys etc and provide access to the members to allow them to benefit from this regional knowledge depository. The online database has an advanced search facility allowing the user to search by author, country of origin, thematic area, topic of interest, etc. The database will also be linked to other relevant electronic document repositories, such as those maintained globally by UNPAN, or regionally by NISPAcee[19], CAIMED[20], EIPA[21]. This is complemented with an interactive web-based platform for CoP-type networking and dedicated virtual workspaces[22].

Activity 2.5: *Establishment and maintenance of an online Advisory Service for network members*

Building on the model of UNDP's existing knowledge networks, the Project aims to establish an online Advisory Service aimed at providing rapid, on-demand information and advice on PAR-related issues to members of the network. The Service's interactive nature will enable it to capitalize on the knowledge, experience and resources of its members, thus contributing to codifying and sharing knowledge, identifying and disseminating best practices and fostering innovation within the network.

Output 3: Establishment and enhancement of a regional facility to support the regional cooperation on Public Administration Reform

The UNDP Regional Centre for Public Administration Reform (UNDP/RCPAR) will be set-up to act as a catalyst for public service transformation in the countries of Central and Eastern Europe and the CIS, and a facilitator for regional cooperation in this field. Following the ratification of the relevant Law by the Hellenic Parliament, the Project shall receive privileges and immunities, which will enable the establishment of an operational Office in Athens to support the Project activities. The Hellenic Government has expressed its wish to host the Centre in a UNDP House to be established in Athens.

Activity 3.1: *Establishment of the Project office in Athens*

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[18] The Roster can be accessed at http://www.uncpar.org/contents.asp?id=131 through an introductory page, or directly at http://tcdc.undp.org/cventry/default.aspx?key=1M7F96Y028088P4288H7. It is using UNDP's corporate platform.

[19] http://www.nispa.sk/

[20] http://www.caimed.org/

[21] http://www.eipa.nl/index.asp

[22] RCPAR's online resource centre and interactive web platform is being set-up at http://publicadministration.undp.sk/public/rw/pages/index.en.do

RCPAR will establish and operate office premises in Athens, Greece, in order to house its core personnel. RCPAR will recruit a Chief Technical Advisor, a Public Administration Expert, a Research Assistant, an Administrative and Finance Assistant, and a Webmaster (part-time). Depending on the expansion of the network and the establishment of the four thematic CoPs, up to four professionals will be recruited on a part-time basis as CoP Facilitators and for providing specialized expertise and support the project team in coordinating programmatic activities in specific areas. The timing and sequencing of the recruitment will be such as to allow the Chief Technical Advisor to participate in the selection process and composition of the team. Furthermore, the Centre will devise an internship programme, enabling the use of interns for assignment periods of up to six months to assist in the substantive research work of the Project.

Activity 3.2: Creation of an Advisory Board

An Advisory Board will be created to provide strategic recommendations and substantive support and guidance on the programmatic framework, general direction and programme impact, in order to ensure the optimal implementation of the Centre's mandate. The Advisory Board will consist of up to fifteen members[23], nominated for a period of five years, and the Board will normally convene twice per year. Selected members of the now defunct UNTC Panel of Advisors will be invited to join the new Advisory Board, and new members will be recruited.

Activity 3.3: Establishment of an electronic library/ knowledge resource centre

In view of consolidating the Project's knowledge resources and relevant documentation, in particular from the United Nations, to serve as a resource centre for the Project, other interested parties and the public, it is envisioned to establish at the Project's premises a functioning electronic library containing or having access to general UN documentation, such as Treaties, ECOSOC and Security Council Reports, UNDESA and UNDP publications, as well as a section devoted to public administration, including the latest publications in the public administration field: relevant journals, publications, periodicals, books, reports, etc. This activity will also satisfy the long-standing demand in Greece for public access to UN libraries and electronic archive systems.

Eventually, the electronic library / knowledge resource centre could evolve into a research centre, which could offer fellowships to selected PAR practitioners from the beneficiary countries for predetermined period of time.

Activity 3.4: Endorsement of the Project's demand-driven Regional PAR programming framework

Within six months of its establishment, the Centre will initiate the organisation of a meeting of Ministers in charge of public administration in the countries of the region, to officially introduce the Centre and solicit the Ministers' endorsement of RCPAR's five-year Programme. It is envisaged that the official endorsement of the Ministers will strengthen RCPAR's visibility and reinforce the commitment of all relevant stakeholders to realize the Project's aim and objectives.

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[23] All members will be internationally recognised scholars and practitioners with an interest in supporting the Project and its mandate. Due consideration will be given to regional balance and equitable gender representation.

Implementation Strategy

The findings and recommendations of the first Regional PAR Survey provide the basis for identifying priority regional activities to be initiated during the Project's first two years. The analysis of the Survey data looked both at the substantive information contributed by respondents on the current situation and challenges for PAR in their countries, as well as the process through which the responses to the Survey Questionnaire were prepared (e.g. profile of contributors, capacity of Focal Points to solicit and integrate inputs from other institutions).

In the Survey, the network members were also asked to identify needs and possible interventions in accordance with agreed programme features: a) regional cooperation, intended as participation of at least three countries in each activity, with a possible sub-regional dimension; b) financial ceiling, tentatively up to 100.000 US$ per intervention, with possible co-funding; and c) a demand-driven approach, to ensure that there is sufficient interest in – and ownership of – a given proposal, reflected in the active participation of interested network members in developing specific terms of reference for the proposed project activity. The subsequent iterations of the PAR Survey will help to constantly adjust the set of regional initiatives developed by RCPAR in order to meet the evolving regional demand.

In addition, the RCPAR management, in consultation as appropriate with the Project's governance bodies (Steering Committee, Advisory Board) will prioritize requests for multi-country activities generated by the network, taking into account a variety of aspects, such as **(i)** the **number of countries** involved; **(ii)** the need to feed all the four main **thematic areas**; **(iii)** the number of **similar/convergent proposals** and anticipated **synergies** within the programme; **(iv)** the **programmatic quality** of the proposal (alignment to RCPAR's programme strategy; clear planned results and monitoring framework; potential for impact and follow-up); **(v)** the **diversity of participating countries** (interest from countries having a different background and/or from different sub-regions); and **(vii)** the need to avoid **overlapping** with activities implemented by other organization. Willingness of the initiators to **co-finance** an activity may also be seen as an indicator of the level of interest and ownership. Activities that are not prioritized at a given time may however be picked up later by network members for actual proposals. Network facilitators may use these proposals to initiate discussions, invite new ideas and strengthen the basis (e.g. draft proposal) upon which interaction in the network will take place. The implementation strategy shall reflect the Project's aim to create a vibrant community where communication is multi-directional and where the community takes an active and visible role in regional programming.

In operational terms, it is generally expected for *regional activities* – initiated by RCPAR based on analysis of aggregate demand and its programme strategy to respond to that demand – to be directly implemented by RCPAR, while *multi-country initiatives* – generated by the network and supported by RCPAR – will be mostly implemented in cooperation with UNDP Offices in concerned countries[24].

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[24] Such de-centralised implementation will take advantage of Atlas facilities that allow BRC to authorize Country Offices to initiate expenditures under the Project.

III. Results and Resources Framework

Intended Outcome as stated in the Regional Programme Results and Resource Framework: Public administration integrity and capacity for evidence-based policy development and public service delivery improved.				
Outcome indicator: Worldwide Governance Indicators for countries in the region (http://info.worldbank.org/governance/wgi2007/)				
Applicable MYFF Service Line: 2.7. Public Administration Reform and Anti-corruption				
Partnership Strategy: The Hellenic Government - through the Ministry of Interior, Public Administration and Decentralization - is the primary financier of the project. The Ministry will also use its best endeavors to facilitate the project's access to relevant Greek experiences in modernizing the public sector, as required under RCPAR's demand-driven programme. BRC will use its operational capacities, outreach, networks and knowledge to ensure a coherent programming approach and effective implementation at the regional level. For specific activities, implementation will also rely on close partnership with UNDP COs. Substantive consultation and information sharing, in particular regarding the consolidation of regional PAR networks and knowledge resources will be sought with other international organizations, networks and initiatives operating in the same field.				
Project title and ID: Strategic programming framework and regional facility for enhanced regional cooperation, professional networking, mutual learning and information sharing on Public Administration Reform in Central and Eastern Europe and the Commonwealth of Independent States				
Intended Outputs	Output Targets for 2008-12	Indicative Activities	Partners	Inputs
1. Regional cooperation and mutual learning on (i) policy-making and coordination; (ii) public finance management; (iii) organization and staffing in public sector; (iv) public service delivery, enhanced through demand-driven programmatic activities and targeted technical assistance Baseline: Limited mutual knowledge and cooperation on PAR among countries in the region, no consistent programmatic framework to support intra-regional cooperation (East-East') Indicators: - number of programmatic initiatives implemented based on proposals	- six to twelve demand-driven regional or multi-country initiatives on PAR formulated and implemented in each calendar year - regional PAR survey produced on annual basis - programming strategies for RCPAR developed under each of the four thematic pillars by end 2008, and reviewed annually	- programmatic activities developed by PAR practitioners and experts with RCPAR facilitation and support in the four thematic areas: [a] policy-making and coordination; [b] financial management; [c] organisation and staffing; and [d] service delivery - research and publication of regional PAR survey - RCPAR thematic strategy papers	RCPAR, BRC, RCPAR Focal Points. UNDP COs	- travel - workshop and training seminar logistics - resource persons / consultants - IT support services - printing (publications) - communications - staff time Total budget: 3,530,000 USD

developed by network members
- rate of successful completion of initiatives implemented

Intended Outputs	Output Targets for 2008-12	Indicative Activities	Partners	Inputs
2. Regional network of PAR practitioners and experts expanded, its knowledge infrastructure enhanced, and its capacity to engage in regional PAR programming strengthened Baseline: - Membership in RCPAR's Focal Points network stands at 27 from 22 countries (in 2007) - one initiative generated in 2007 (Western Balkans CoP on Human Resource Management in Civil Service) Indicators: - number and profile of active network members - number of proposals generated by network members, and their quality (scoring obtained at RCPAR appraisal)	- programming-oriented regional PAR network expanded according to profiles identified through the first PAR Survey (at least 4 in each country, with one coordinator by end 2009) - network members' analytical and programmatic skills enhanced, to effectively engage with RCPAR in regional and multi-country initiatives – as evidenced by the number and quality of proposals generated (8 programmatic initiatives generated by the network in 2008; 12 in 2009; 20 in 2010 and subsequent years)	- outreach to potential Focal Points in the region - capacity development of Focal Points and members of UNDP's regional PAR CoP to effectively engage with RCPAR - roster of experts maintenance and enhancement - maintenance and enhancement o online resource database and documentation centre on PAR in the region - establishment and maintenance of an online advisory service to the network	RCPAR, BRC, regional PAR CoP and Focal Points	- staff time - communications - travel - workshop and seminars logistics - resource person (s) - IT support services Total budget: 491,000 USD

Intended Outputs	Output Targets for 2008-12	Indicative Activities	Partners	Inputs
3. Establishment and enhancement of a regional facility to support the regional cooperation on Public Administration Reform Baseline: - the project has staff on temporary contracts and no office; - UNTC Panel of Advisors defunct; - no explicit support for RCPAR from governments in the region. Indicators: - RCPAR Office and staffing - Advisory Board membership - endorsement from governments in the region	- physical presence of the Project established in Athens enjoying UN privileges and immunities (2008) - electronic library by end 2009 - RCPAR fully staffed and all its organs operational (2008 and onwards)	- establishment of the Project Office - creation of an Advisory Board - establishment of an electronic library/knowledge resource centre - endorsement of the project's demand-driven regional PAR framework - management support	BRC, RCPAR, Hellenic Government, Governments of the region.	- legal services for setting-up the regional centre - refurbishment, furnishing and maintenance of premises (contract) - equipment - communications - staff time - travel - conference logistics Total budget: 3,070,935 USD

IV. Indicative Budget, 2008-2012

	2008	2009	2010	2011	2012
Output 1: Regional cooperation and mutual learning on (i) policy-making and coordination; (ii) public finance management; (iii) organization and staffing in public sector; (iv) public service delivery, enhanced through demand-driven programmatic activities and targeted technical assistance					
Activity set 1.1: Strengthening capacities for policy making and coordination	145,000	177,000	178,000	178,000	179,000
Activity set 1.2: Improving Public Finance Management	145,000	177,000	178,000	178,000	179,000
Activity set 1.3: Organisation and Staffing in public sector	145,000	177,000	178,000	178,000	179,000
Activity set 1.4: Improving Public Service Delivery	145,000	177,000	178,000	178,000	179,000
Activity1.5: Research and publication of Regional PAR Survey	15,000	12,000	10,000	10,000	10,000
Activity 1.6: RCPAR thematic strategy papers	15,000	10,000	8,000	8,000	4,000
				Sub-total	**3,530,000**
Output 2: Regional network of PAR practitioners and experts expanded, its knowledge infrastructure enhanced, and its capacity to engage in regional PAR programming strengthened					
Activity 2.1: Outreach to potential Focal Points in the region to expand and further enhance cooperation in the framework of the Regional network of PAR practitioners and experts	18,000	18,000	15,000	10,000	5,000
Activity 2.2: Capacity Development of Focal Points and members of the Regional PAR CoP to interact effectively in supporting the Project's goals	75,000	75,000	75,000	75,000	75,000
Activity 2.3: Roster of Experts maintenance and enhancement	-	-	-	-	-
Activity 2.4: Maintenance and enhancement of the online Resource Database and Documentation Centre on PAR in CEEurope and the CIS.	10,000	10,000	10,000	10,000	10,000
Activity 2.5: Establishment and maintenance of an online Advisory Service for network members	-	-	-	-	-
				Sub-total	**491,000**

Output 3: Establishment and enhancement of a regional facility to support the regional co-operation on PAR					
Activity 3.1: Establishment of the Project office in Athens	54,000	54,000	54,000	54,000	54,000
Activity 3.2: Creation of an Advisory Board	30,000	30,000	30,000	30,000	30,000
Activity 3.3: Establishment of an electronic library	7,500	-	-		-
Activity 3.4: Endorsement of the Project's demand-driven regional PAR programming framework	200,000	-	-		-
				Sub-total	**627,500**
Management Support:					
Full time Chief Technical Advisor	150,000	150,000	150,000	150,000	150,000
Full time Public Administration Officer	96,000	96,000	96,000	96,000	96,000
Full time Administrative Assistant	26,400	26,400	26,400	26,400	26,400
Part-time CoP Facilitators	70,000	70,000	70,000	70,000	70,000
Part-time Webmaster	5,000	5,000	5,000	5,000	5,000
Project Office physical infrastructure (equipment, furniture, refurbishment of premises, maintenance)	40,000	5,000	-	5,000	-
Monitoring (including site visits), audit	6,000	6,000	6,000	6,000	6,000
Mid-term evaluation	-	-	30,000	-	-
Communications, miscellaneous	10,000	10,000	10,000	10,000	10,000
Contingency	10,000	10,000	10,000	10,000	10,000
				Sub-total	**1,947,000**
UNDP overhead 7% (General Management Support)	106,724	97,503	99,159	96,901	96,148
Total per year	1,524,624	1,392,903	1,416,559	1,384,301	1,373,548
				GRAND TOTAL	**7,091,935**

V. Management Arrangements

The project will be implemented under the (regional) Direct Execution modality, following the applicable UNDP rules and regulations.

In terms of project roles and responsibilities[25], the project will be directed by a Steering Committee, chaired by the Democratic Governance Team Leader of UNDP/BRC and comprising one or more appointed representatives of the Hellenic Government and a representative of beneficiary countries/institutions[26]. The Steering Committee may decide to expand its membership as appropriate. The Project Assurance role will be fulfilled by the PAR Policy Specialist of UNDP/BRC, with backstopping from the PAR Research Assistant.

To staff the RCPAR, UNDP will recruit a Chief Technical Advisor (CTA), a Public Administration Expert, a Research Assistant, an Administrative and Finance Assistant, and a part-time Webmaster. In phase with the expansion of the network and the establishment of the four thematic CoPs, up to four professionals will be recruited on a part-time basis as CoP Facilitators and for providing specialized expertise and support the project team in coordinating programmatic activities in specific areas. An internship programme will also be developed.

An Advisory Board, created to provide strategic recommendations and substantive support and guidance, will consist of up to fifteen members, nominated for a period of five years. The members will typically be internationally recognized PAR scholars and practitioners. Their selection will be based on recommendations from the UNDP/BRC PAR Policy Specialist and the CTA, and final approval by the Steering Committee.

Specific activities under this project may be conducted in coordination and collaboration with internal and external partners, or outsourced to independent experts, interns, NGOs or other partners and organizations, based on Terms of Reference drafted on a case-to-case basis and following UNDP's contracting rules and regulations.

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[25] Roles and Responsibilities as per UNDP's Results Management Guide, section on Project Management, http://content.undp.org/go/userguide/results/project/running-a-project/?lang=en#7.0%20Roles%20and%20Responsibilities

[26] Possibly designated on a rotational basis. The specific set-up for selection/nomination will be decided in consultation with the UNDP/BRC, the Hellenic Government and the network.

The below diagram outlines the Project's governance structure and key processes:
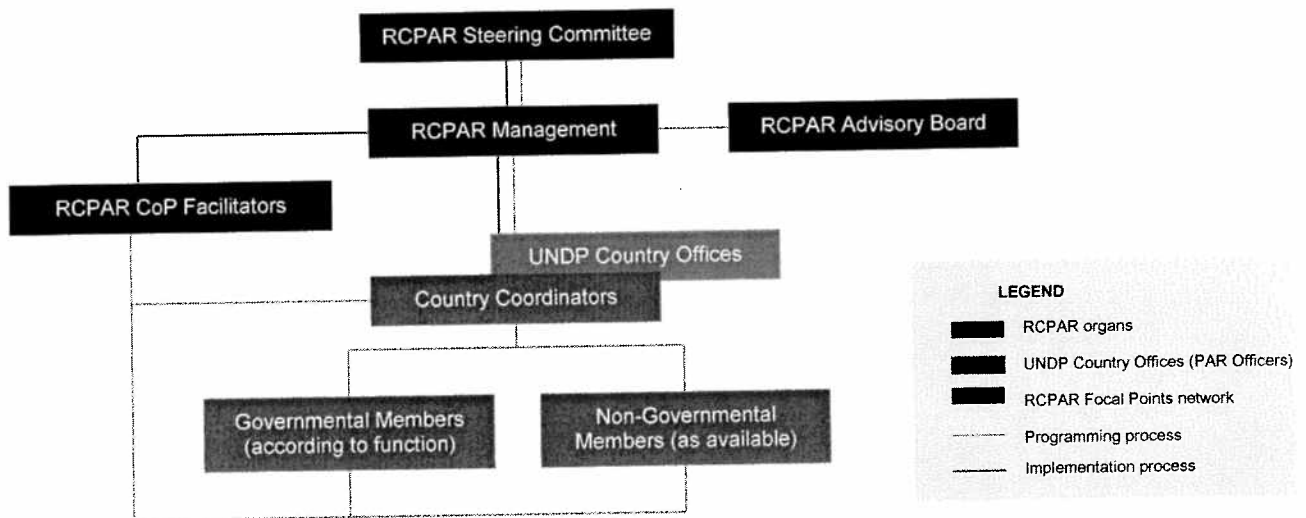
VI. Monitoring Framework and Evaluation

Continuous performance monitoring

Monitoring on an ongoing basis throughout the Project implementation period will allow stakeholders to track progress and take timely corrective action as needed. A Performance Monitoring Framework (PMF) has been developed to this purpose (see Table I below). The PMF is a tool that regional project staff, partners and managers can use to plan and implement the systematic collection of data for monitoring, learning and reporting.

It should be mentioned that, given the demand-driven, participatory nature of the project, the PMF outlined below (in Section II) will be complemented – in particular for output 1 – with specific objectives, targets and success indicators for individual initiatives carried out under the four thematic areas, based on demand from participating countries. The results of such initiatives supported by the project will also be monitored and reported upon, in addition to the macro-level PMF set up for the overall project.

Oversight and monitoring of project activities and outputs are under the responsibility of the PAR Policy Specialist of UNDP/BRC (Project Assurance).

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

Within the annual cycle
- On a quarterly basis, a quality assessment shall record progress towards the completion of key results.

- An Issue Log shall be maintained by the Chief Technical Advisor to facilitate tracking and resolution of potential problems or requests for change.

- Based on the initial risk analysis submitted (see table II below), a risk log shall maintained by reviewing the external environment that may affect the project implementation.

- Based on the information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Chief Technical Advisor to the Steering Committee through Project Assurance, using the standard report format available in the Executive Snapshot.

- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.

Annually

- **Annual Review Report**. An Annual Review Report shall be prepared by the Chief Technical Advisor and shared with the Steering Committee. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review**. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Steering Committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Evaluation

In the third quarter of 2010, an in-depth mid-term evaluation is planned to assess the Project's contribution to PAR efforts in the region, as well as to evaluate RCPAR's overall effectiveness vis-à-vis its mandate.

The Project will be subject to Annual Review as per UNDP's Monitoring and Evaluation procedures[27]. It will also be subject to – and benefit from - the monitoring and evaluation activities applicable under the Regional Programme for Europe and the CIS[28].

Assumptions and risks

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[27] See UNDP's Results Management Guide, http://content.undp.org/go/userguide/results/

[28] From the 2006-2010 Regional Programme Document (RPD): "RPD monitoring and evaluation will benefit from a special regional impact assessment facility developed in 2004, which will provide UNDP with a consistent measurement methodology. It will also benefit from the use of MYFF and MDG indicators to monitor compliance with RPD outcomes."

The project assumes that a well-facilitated regional network of PAR practitioners and experts, operating under a coherent program framework and with access to resources, can develop programmatic initiatives based on jointly identified needs and complementarities – or, in other words, that participatory programming (which this project is pioneering) can work in a managed, supportive environment. Most of the identified risks associated with the Project are linked to this basic assumption. However, the Project has a range of mitigation strategies for the risks identified. An outline of the risk assessment is included in Table II below.

Table I: Performance Monitoring Framework

Expected results	Performance Indicators & Targets	Baseline	Data Sources	Means & Techniques of Data Collection	Frequency of Data Collection	Responsibility
1. Regional cooperation and mutual learning on (i) policy-making and coordination; (ii) public finance management; (iii) organization and staffing in public sector; (iv) public service delivery, enhanced through demand-driven programmatic activities and targeted technical assistance	1.1. Number of programmatic initiatives implemented based on proposals developed by network members (Target: 6-12 in every calendar year)	Limited mutual knowledge and cooperation on PAR among countries in the region, no consistent programmatic framework to support intra-regional cooperation ('East-East')	- project progress reports - reports from events - outputs of completed activities	- Atlas-generated monitoring reports - text analysis	twice/year	RCPAR, BRC
	1.2. Rate of successful completion of initiatives implemented (Target: 80% achieve their planned results on time)		- monitoring data based on results frameworks on individual initiatives	- completion and performance log of supported initiatives maintained by the project	twice/year	RCPAR, BRC, UNDP COs and network members responsible for monitoring and reporting on specific activities

Expected results	Performance Indicators & Targets	Baseline	Data Sources	Means & Techniques of Data Collection	Frequency of Data Collection	Responsibility
2. Regional network of PAR practitioners and experts expanded, its knowledge infrastructure enhanced, and its capacity to engage in regional PAR programming strengthened	2.1. Number and profile of active network members (Target: by end 2009, at least 4 FPs in each country, with one country coordinator)	Membership of RCPAR's network of Focal Points is 27 from 22 countries.	- members' profiles on website	- inspection of website data	twice/year	RCPAR
	2.2. Number of proposals generated by network members, and their quality (scoring obtained at RCPAR appraisal) (Target: 8 in 2008; 12 in 2009; 15 in 2010 and subsequent years)	- one initiative generated in 2007 (Western Balkans CoP on Human Resource Management in Civil Service)	- log of proposals submitted - records of appraisal of proposals submitted	- consultation of project records	annual	RCPAR

Expected results	Performance Indicators & Targets	Baseline	Data Sources	Means & Techniques of Data Collection	Frequency of Data Collection	Responsibility
3. Establishment and enhancement of a regional facility to support the regional cooperation on Public Administration Reform	3.1. RCPAR Office and staffing (Target: Project Office established and core staff recruited by Q2 2008; electronic library functional by mid-2009)	- the project has staff on temporary contracts and no office	- project progress reports - project payroll - website (for electronic library)	- analysis of reports - inspection of project records - consultation of website	annual	BRC, RCPAR
	3.2. Advisory Board membership (Target: AB established and operational by September 2008, meets regularly twice a year)	- UNTC Panel of Advisors defunct	- membership list of AB - minutes/reports from AB meetings	- inspection of project/AB records	twice/year	BRC, RCPAR
	3.3. Endorsement from governments in the region (Target: meeting of Minister in charge of PA endorses RCPAR programme in 2008)	- no explicit support for RCPAR from governments in the region	- report from meeting of Ministers - declaration of support to RCPAR adopted at the meeting	- text analysis	end 2008	BRC, RCPAR

Table II: Assumptions, Risk Assessments and Risk Mitigation Strategies

Assumptions	Risk Assessment (L, M, H)	Risk Mitigation Strategy
The Regional Network of PAR Practitioners and Experts will be vibrant and will generate sufficient quality programmatic initiatives	Medium	- Create incentives for the most active network members, which is perfectly consistent with the project's demand-driven approach (those who participate more actively in the network and generate initiatives are more likely to obtain support from the project) - Expand the network by recruiting new Focal Points, with priority to the missing profiles in each country, as identified through the first PAR Survey - Structure the Focal country teams by identifying a coordinator, thus streamlining the formulation of activity proposals and strengthening quality control - Ensure high-quality service to the network (on-demand advisory support, facilitated access to relevant information and expertise) and maintain user-friendly interactive networking tools (IT platform) - Hold programming-oriented workshops (sub-regional and/or thematic) with interested network members to advance the analysis, refine proposed initiatives, and build alliances for implementation - Set-up quality control mechanism on behalf of the project for supported initiatives (appraisal, results framework, monitoring)
Activities and initiatives proposed by the project are supported by governments and relevant institutions in participating countries	Medium	- Organize a meeting of Ministers in charge of Public Administration, to introduce the Project and secure political endorsement - Identify and appoint a coordinator among FPs in each country, from an institution with a clear PAR coordination mandate - Communicate regularly with external audiences (including PAR-relevant contacts in governments) about the project's initiatives and achievements - Keep all initiatives open to all interested countries in the region, based on agreed participation criteria.

VII. Legal Context

This regional Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement (SBAA) between the Governments participating and the United Nations Development Programme.

ANNEX I – Outline Terms of Reference for Key Personnel

Chief Technical Advisor

Reporting to: Steering Committee

Specific tasks:
- Ensure overall coordination, planning, implementation and monitoring of a portfolio of PAR activities in Central and Eastern Europe and the CIS;
- Coordinate the preparation of RCPAR work plans, progress reports and budget revisions in a timely manner;
- Supervise on a daily basis the work of the RCPAR staff;
- Draft the terms of reference for national and international consultants as required to deliver project outputs, assist in identifying and recruiting the consultants, and monitor and review their assignments;
- Coordinate the running of RCPAR's own publication programme and electronic library;
- Act as a secretariat for RCPAR's decision-making structure – the Steering Committee – and provide constant updates to its members;
- Network with governments in the region, academia, other international organizations, and development practitioners (including travel within the region) to continuously enhance the demand-driven aspects of the Project's mandate, and build synergies with other developmental organizations in the implementation of PAR activities;
- Coordinate the running of the participatory programming mechanism and revise its results, by providing leadership and strategic thinking to ensure that project activities focus on critical areas and meet genuine demand;
- In cooperation with network members, ensure evaluation of all activities, including proper ex post impact evaluation of the activities undertaken;
- In cooperation with BRC, keep UNDP Country Offices informed and elicit their support, by organizing briefings and information dissemination activities.

Qualifications:
- Advanced university degree (preferably a PhD) in public administration, management, and/or related social sciences;
- At least ten years of relevant professional experience, with a solid experience in managing large international programmes and projects, involving public administration capacity development (relevant experience in Central and Eastern Europe and the CIS is an advantage);
- Communication and networking skills, fluency in written and spoken English as well as computer skills are essential requirements;
- Proficiency in one or more languages spoken in the region is an advantage;
- Working experience in United Nations projects and programs is an advantage.

Public Administration Officer

Reporting to: Chief Technical Advisor of RCPAR

Specific tasks:

- Assisting the CTA in ensuring effective routine supervision of the personnel and the overall management of the project office in Athens, as well as of the part-time staff (CoP coordinators) and consultants based outside of the project office. Keeping the Chief Technical Adviser and UNDP Bratislava Regional Centre informed through periodic reports;
- Contributing to setting up and running a participatory programming mechanism in co-operation with CoP Facilitators and the network's Focal Points; ensuring that results are revised on an annual basis, and oversee possible improvements and revisions;
- Providing input to regular updates to RCPAR's Steering Committee and other relevant stakeholders;
- In cooperation with the UNDP/BRC and the CTA, promoting the project vis-a-vis UNDP Country Offices in the region to increase their knowledge of and support to the activities of the network;
- Participating in the design/preparation, implementation, monitoring, evaluation and general backstopping of project activities, including training, workshops, conferences, annual CoP meetings;
- Reviewing and analyzing data and qualitative information on governance, public administration and management development trends and issues, strategies and policies in Central and Eastern Europe and the CIS, and assisting in substantive research upon request;
- With the CTA, operating RCPAR's publications programme, including annual updates of the Centre's Regional PAR Survey; electronic library; and dedicated website(s).

Qualifications:

- Advanced university degree in political science, public administration/public policy, management or a related field;
- Progressive experience in the development field, with a solid experience in international programmes and projects, involving public administration capacity development (relevant experience in Central and Eastern Europe and the CIS is an advantage);
- Working experience in United Nations projects and programs (in the field of finance, accounting, human resources, administrative services, public administration and governance systems, international relations or other related fields) is an advantage;
- Knowledge of United Nations systems and procedures as they relate to Staff Rules and Regulations, personnel and administrative policies and procedures as well as financial rules and procedures;
- Demonstrated communication and networking skills, fluency in written and spoken English as well as computer skills are essential requirements;
- Proficiency in one or more languages spoken in the region is an advantage.

Facilitators of thematic Communities of Practice

Reporting to: Chief Technical Advisor of RCPAR

Main tasks include:

- Contributes to the development of a vibrant Community of Practice – "knowledge network" – on *(the assigned thematic area)*, having as members Focal Points from government, academia and NGOs, as well as members of UNDP's regional CoP on PAR-AC. The eventual potential membership is estimated at 300 (10 per country). Solicits new members; anchors network collaboration; facilitates multi-directional communication and information-sharing through discussions and production of regular updates; coordinates face-to-face meetings, workshops and other events to create and strengthen network identity and promote collaboration.

- Manages the knowledge network's virtual forums and electronic mail groups. Moderates, directs and filters messages; encourages active member participation; facilitates electronic discussions; issues periodic discussion digests; determines the most relevant information resources for the network, ensuring inter-agency and cross-country perspectives whenever possible; and maintains it in the network's web-based, interactive workspace.

- Provides and coordinates responses to requests for advice and assistance from members of the CoP. Consults with specialists within UNDP and outside; formulates consolidated replies to queries; indexes key information in the RCPAR knowledge base for intuitive retrieval.

- Assists with the formulation of specific program activities and the production of substantive knowledge products including thematic publications and input to annual updates from the region. Distills best practices and comparative experiences; promotes their application and proposes possible program interventions based on interest and input by CoP members.

- Facilitates working-level relations between the specific CoP and the other RCPAR-supported CoPs, the RCPAR Management Team, UNDP/BRC and other external professional networks and communities in the region. Encourages opportunities for internal and external collaboration.

- Works closely with the RCPAR Management Team in exploring ways to continually develop the CoPs and ensure their active role in all aspects of programming, including planning, implementation, monitoring and evaluation.

- Assists with substantive support related to the *(thematic area)* to the RCPAR and UNDP/BRC upon request.

Experience

- Experience with Public Administration Reform and/or specific thematic PAR areas;
- Experience with working in a development organization at a professional level;

- Community of Practice/Virtual Network experience, preferably as moderator (or as active participant);
- Knowledge of the region;
- Working experience in the field of public administration is desirable.

Qualifications

- Masters Degree in a Public Administration/Public Policy, Social Sciences, Economics, Business and Administration (including Human Resources Management and/or Financial Management) or related subject;
- Motivated and responsive to the needs and interests of peers;
- Highly effective at networking, at encouraging multi-directional communication and at securing information and expertise;
- A clear, effective e-mail communicator;
- Able to generate and maintain enthusiasm of large groups, also in face-to-face meetings;
- Computer literate and willing to learn new applications;
- Fluency in English, knowledge of Russian or other regional language an asset.