

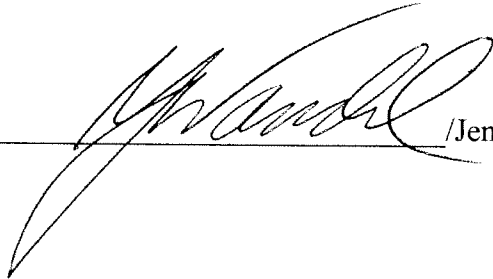
Brief Description

The BRC is the main facilitator of the Practices in the region, providing support to them through delivering regional programming and advisory services, facilitating the knowledge exchange and directly implementing cross-country projects in the above areas. The ability to provide relevant, quality and timely advisory services to country offices and other clients is crucial in order to reach development results at the overall regional level in Europe and the CIS. For the BRC to meet this challenge, its advisory capacities need to be enhanced, and mechanisms to support it to be strengthened. As such, this regional project will address these needs fully in line with UNDP's Strategic Plan, as well as the Regional Programme framework.

Programme Period:	RPD 2006 - 2010
Key Result Area (Strategic Plan)	Capacity Development
Atlas Award ID:	<u>56566</u>
Start date:	1 January 2009
End Date	31 December 2009*
PAC Meeting Date	4 December 2008
Management Arrangements	UNDP Direct Execution

Total resources required for one year	\$ 3.9 M
Total allocated resources:	
• Regular	\$ 3.9 M
• Other:	TBD

* As contractual arrangements are implicated to achieve the outputs of this project further extension(s) will be automatically granted to the project at its end (and, if needed, beyond the regional programming period.)

Agreed by (UNDP):  /Jens Wandel, Deputy Regional Director/



Project Title

Advisory Services for Policy Support and Programme Development
(Short title: BRC Advisory services)

Expected Regional programme Outcomes:

The project will contribute to all outcomes of the Regional Programme, it is cross-cutting in nature. (In Atlas terms each Output will be connected to a different RP Outcome corresponding to the Practice area, as indicated in the results matrix and Annex.)

Expected Outputs:

Output 1-Output 10: Advisory services and capacities in policy support and programme development enhanced for quality and effective development interventions in the region in the areas of (Output 1) Democratic Governance; (Output 2) Poverty and Economic Development, (Output 3) Environment and Sustainable Development, (Output 4) Capacity Development for Human Development, (Output 5) Gender, (Output 6) Crisis Prevention and Recovery, (Output 7) HIV/AIDS, (Output 8) Management, (Output 9) Knowledge Management and Communication, (Output 10) Emerging Donors.

Output 11: Cross-practice capacities strengthened through learning and quality assurance.

Output 12: Advisory services delivery mechanism strengthened through Travel Equalization Scheme and Market mechanism.

Executing Entity:

UNDP Bratislava Regional Centre

Implementing Agencies:

UNDP

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I. Situation Analysis

The activities of the Bratislava Regional Centre (BRC) are guided by The Regional Programme 2006-2010 for Europe and the Commonwealth of Independent States, as approved by the United Nations' Executive Board's first regular session in 2006 (20-27 January 2006). This document serves as an instrument for realising the Millennium Development Goals (MDGs) set out in the Millennium Declaration. By promoting regional programmes to sustain human development in the region, the Regional Programme (RP) acts as a bridge between the global and country programming conducted in the countries managed by UNDP's Regional Bureau for Europe and CIS (RBEC). It provides a framework for the provision of policy and knowledge-based advisory services to UNDP COs, governments and civil society organisations, and helps the region to realize its opportunities in the global economy.

Under the framework of the Regional Programme, the Bratislava Regional Centre facilitates the regional Practices and provides assistance to country offices in the region, as well as other clients in the Practice areas of Poverty Reduction, Democratic Governance, Environment and Sustainable Development, HIV/AIDS, Crisis Prevention and Recovery and the cross-cutting areas of Capacity Development, Gender and Management, manages regional programming and supports the knowledge exchange in the region.

The 2008 corporate decision on Functional Alignment of Regional Centres also reinforces this mandate and calls for even more strengthened alignment with UNDP Central Bureaux and enhanced capacities for regional centres to fulfill its functions. Long-term agreements document the cooperation between RBEC and the Central Bureaux, including BDP, BoM and BCPR, including multi-funding arrangements for activities and human resources. As such, when applicable parallel-funded projects also contribute to the same outcomes and outputs as indicated in this project.

II. Strategy

As outlined in the UNDP Strategic Plan *“UNDP supports national processes to accelerate the progress of human development with a view to eradicate poverty through development, equitable and sustained economic growth, and capacity development. This means that all UNDP policy advice, technical support, advocacy, and contributions to strengthening coherence in global development must be aimed at one end result: real improvements in people's lives and in the choices and opportunities open to them.”*

In line with the above corporate and regional direction and demand, **this proposed 1-year programme will serve to maintain and enhance the advisory capacity of BRC to support increased Practice efficiency and effectiveness in the region.** Through this project the BRC will be able to provide quality knowledge, policy advice, advocacy, and technical support in the main Practice areas, as well as ensure effective programme implementation. Primary beneficiaries of the project are the regional practices in RBEC Country Offices, and through them national governments. Secondary beneficiaries are corporate policy units.

The BRC adds value to UNDP's regional interventions by supporting and facilitating the practice architecture in the region, maintaining and strengthening overall capacities of the practices. This includes support to the underlying practice portfolio, developing practice membership, building partnerships, providing tools and methodology for the practice work and creating supporting practice assets (e.g. publications and other products.) The BRC plays a key role in ensuring

coherence and cross-practice collaboration, and connecting knowledge derived from expertise with knowledge from experience in all practice areas. Through their support the Practices ascertain that the regional context is considered for relevance and impact of the work of UNDP in the region, as well as acting as a liaison between CO/regional and corporate levels, providing feedback to corporate practice leadership on policies and priorities.

For the BRC to meet these challenges, its programme development and advisory capacities in each practice will need to be enhanced, and mechanisms to support it to be strengthened. As such, the project will address these needs while fully in line with UNDP's Strategic Plan, as well as the Regional Programme, producing the following Outputs through the associated activities. (Monitoring overall demand will be performed to adjust advisory approach and priorities as needed. This monitoring is done through quantitative and qualitative analysis of services.):

Output 1-10: Advisory services and capacities in policy support and programme development enhanced for quality and effective development interventions in the region in the areas below.

Activities towards achieving the output will be including the same activities in all the subject areas of Output 1-10:

- Provide advisory services to COs upon demand.
- Provide training and other capacity development activities for practitioners in the region in the subject area.
- Facilitate the knowledge exchange, sharing and application of experience and expertise in the subject area, including through the management of Communities of Practice.
- Design and implement regional projects in the subject area.
- Provide input to corporate policy matters in the subject area.

Output 1: in the area of Democratic Governance

Through this output human resources in the BRC will be aligned with the needs of the region and activities will be covered in:

- Local Governance and Decentralization
- Public Administration Reform and Anti-Corruption
- Human Rights and Justice.

Output 2: in the area of Poverty Reduction and Economic Development

Through this output human resources in the BRC will be aligned with the needs of the region and will support activities in the following areas:

- Human Development, social inclusion and the MDGs
- Private Sector Development and Engagement and Rural Development
- Civic Engagement
- Trade and inclusive globalization

Output 3: in the area of Environment and Sustainable Development

Through this output human resources in the BRC will be aligned with the needs of the region and will support activities in the following areas:

- Mainstreaming environment and energy issues into national development policies and plans;
- Climate Change Adaptation and Mitigation;
- Water Governance;

Output 4: in the area of Capacity Development for Human Development

Through this output human resources in the BRC will be aligned with the needs of the region and will support activities in the following areas:

- Capacity Assessment
- Formulation of Capacity Development Responses (based on findings of capacity assessment)
- Monitoring and Evaluation of Capacity Development interventions

Output 5: in the area of Gender

Through this output human resources in the BRC will be aligned with the needs of the region and will support activities in the following areas:

- Gender Mainstreaming
- Women's Participation in Parliament and public administration

Output 6: in the area of Crisis Prevention and Recovery

Through this output human resources in the BRC will be aligned with the needs of the region and will support activities in the following areas:

- Conflict Prevention and Recovery
- Disaster and Risk Reduction

Output 7: in the area of HIV/AIDS

Through this output human resources in the BRC will be aligned with the needs of the region and will support activities in the following areas:

- HIV/AIDS and Human Development
- HIV/AIDS and Governance
- HIV/AIDS and Gender

Output 8: in the area of Management

Through this output human resources in the BRC will be aligned with the needs of the region and will support activities in the following areas:

- Project and Programme Management (delivering for results)
- Procurement and Contract Management
- Information Technology
- Human Resources

Output 9: in the area of Knowledge Management and Communication

Through this output human resources in the BRC will be aligned with the needs of the region and will support activities in the following areas:

- Knowledge Management support
- Regional Communications support

Output 10: in the area of Emerging Donors

Through this output human resources in the BRC will be aligned with the needs of the region and will support activities in the following areas:

- Develop capacities of national governments for Overseas Development Assistance
- Support East-East exchange of expertise and experience

Output 11: Cross-practice capacities strengthened through learning and quality assurance.

Under this output, learning opportunities for advisors will be provided through participation of specific training events, relevant regional and global conferences, opportunities for professional development through research and publications. Appropriate arrangements are made to support advisory services provision with adequate common premises/services as well as equipment and supplies.

Output 12: Advisory services delivery mechanism strengthened through Travel Equalization Scheme and Market mechanism.

Under this output the supporting operational mechanism for advisory support will be managed, including the Travel equalization scheme and any market mechanism elements supporting all other outputs under this project.

III. Results and Resources Framework

<p>Intended Outcome as stated in the Regional Programme Results and Resource Framework: See VIII. Annexes, 1) Intended Outcomes as stated in the Regional Programme Results and Resource Framework</p> <p>Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline See VIII. Annexes, 1) Intended Outcomes as stated in the Regional Programme Results and Resource Framework</p> <p>Applicable Key Result Area (from 2008-11 Strategic Plan): Partnership Strategy: Partnerships are built and regional capacity building initiatives promoted to allow UNDP, governments and other development partners to identify and share knowledge relevant to solving urgent development challenges. Specific partnerships will be sought with UN agencies in the region whose mandate has linkages with the Output areas, as well as NGOs, and governmental institutions.</p> <p>Project title and ID (ATLAS Award ID): <i>Advisory Services for Policy Support and Programme Development (Short title: BRC Advisory services)</i>, ATLAS Award ID: TBD</p>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1 Advisory services and capacities in policy support and programme development enhanced for quality and effective development interventions in the region in the area of Democratic Governance Baseline: 843 person days spent on Advisory services in 2007, which is approximately 60% of advisory time in the practice. No baseline for "demand met" exists Overall quality of services provided (as per client survey) is above average (4). Indicators: Quantitative: % of service requests fulfilled by core advisors Quality of services provided: rating of service quality measured through surveys and client feedback.</p>	<p>Targets - 80% of service requests (no.) fulfilled by core advisors (demand met) - Overall service quality above average (as per mission surveys and annual client survey, product survey)</p>	<p>Activities in Atlas organized by Advisor: Provide policy and programme support by [Advisory area] Specific sub-activities include: 1 Provide technical assistance (advisory services) to COs upon demand. 2 Provide training and other capacity development activities for practitioners in the region in the subject area. 3 Facilitate the knowledge exchange, sharing and application of experience and expertise in the subject area, including through the management of Communities of Practice. 4 Design and implement regional projects in the subject area. 5 Provide input to corporate policy matters in the subject area.</p>	<p>UNDP</p>	<p>Practice Personnel: \$659,000/year</p>

<p>product survey</p> <p>Output 2 Advisory services and capacities in policy support and programme development enhanced for quality and effective development interventions in the region in the area of Poverty Reduction Baseline: 970 person days spent on Advisory services in 2007, which is approximately 51% of advisory time in the practice. No baseline for “demand met” exists Overall quality of services provided (as per client survey) is above average (4.1). Indicators: Quantitative: % of service requests fulfilled by core advisors Quality of services provided: rating of service quality measured through surveys and client feedback, product survey</p>	<p>Targets</p> <ul style="list-style-type: none"> - 80% of service requests (no.) fulfilled by core advisors (demand met) - Overall service quality above average (as per mission surveys and annual client survey, product survey) 	<p>Activities in Atlas organized by Advisor: Provide policy and programme support by [Advisory area] Specific sub-activities include:</p> <ol style="list-style-type: none"> 1 Provide technical assistance (advisory services) to COs upon demand. 2 Provide training and other capacity development activities for practitioners in the region in the subject area. 3 Facilitate the knowledge exchange, sharing and application of experience and expertise in the subject area, including through the management of Communities of Practice. 4 Design and implement regional projects in the subject area. 5 Provide input to corporate policy matters in the subject area. 	<p>UNDP</p>	<p>Practice Personnel: \$1.046,500/year</p>
<p>Output 3 Advisory services and capacities in policy support and programme development enhanced for quality and effective development interventions in the region in the area of Environment and Sustainable Development Baseline: 886 person days spent on Advisory services in 2007, which is approximately 41% of advisory time in</p>	<p>Targets</p> <ul style="list-style-type: none"> - 80% of service requests (no.) fulfilled by core advisors (demand met)- - Overall service quality above average (as per mission surveys and annual client survey, product survey) 	<p>Activities in Atlas organized by Advisor: Provide policy and programme support by [Advisory area] Specific sub-activities include:</p> <ol style="list-style-type: none"> 1 Provide technical assistance (advisory services) to COs upon demand. 2 Provide training and other capacity development activities for practitioners in the region in the subject area. 3 Facilitate the knowledge exchange, sharing and application of experience 	<p>UNDP</p>	<p>Practice Personnel: \$539,000/year</p>

<p>the practice. No baseline for “% demand met” exists Overall quality of services provided (as per client survey) is above average (4.1). Indicators: Quantitative: % of service requests fulfilled by core advisors Quality of services provided: rating of service quality measured through surveys and client feedback, product survey</p>		<p>and expertise in the subject area, including through the management of Communities of Practice. 4 Design and implement regional projects in the subject area. 5 Provide input to corporate policy matters in the subject area.</p>	
<p>Output 4 Advisory services and capacities in policy support and programme development enhanced for quality and effective development interventions in the region in the area of Capacity Development for Human Development Baseline: (The practice is newly established in 2008, data is estimated as part of the DG practice data.) 266 person days spent on advisory services, which is approximately 44% of advisory time in the practice spent on direct CO support. No baseline for “% demand met” exists Overall quality of services provided (as per client survey) is above average (4). Indicators: Quantitative: % of service requests fulfilled by core advisors Quality of services provided: rating of service quality measured through surveys and client feedback, product survey</p>	<p>Targets - 80% of service requests (no.) fulfilled by core advisors (met demand) - Overall service quality above average (as per mission surveys and annual client survey, product survey)</p>	<p>Activities in Atlas organized by Advisor: Provide policy and programme support by [Advisory area] Specific sub-activities include: 1 Provide technical assistance (advisory services) to COs upon demand. 2 Provide training and other capacity development activities for practitioners in the region in the subject area. 3 Facilitate the knowledge exchange, sharing and application of experience and expertise in the subject area, including through the management of Communities of Practice. 4 Design and implement regional projects in the subject area. 5 Provide input to corporate policy matters in the subject area.</p>	<p>UNDP Practice Personnel: \$234,000/year</p>

<p>Output 5 Advisory services and capacities in policy support and programme development enhanced for quality and effective development interventions in the region in the area of Gender</p> <p>Baseline: 54 person days spent on Advisory services in 2007, which is approximately 11% of advisory time in the practice. About 60% of advisory time in the practice spent on direct CO support. No baseline for “% demand met” exists. Overall quality of services provided (as per client survey) is average (3.7).</p> <p>Indicators: Quantitative: % of service requests fulfilled by core advisors Quality of services provided: rating of service quality measured through surveys and client feedback, product survey</p>	<p>Targets - 80% of service requests (no.) fulfilled by core advisors (met demand) - Overall service quality above average (as per mission surveys and annual client survey, product survey)</p>	<p>Activities in Atlas organized by Advisor: Provide policy and programme support by [Advisory area]</p> <p>Specific sub-activities include:</p> <ol style="list-style-type: none"> 1 Provide technical assistance (advisory services) to COs upon demand. 2 Provide training and other capacity development activities for practitioners in the region in the subject area. 3 Facilitate the knowledge exchange, sharing and application of experience and expertise in the subject area, including through the management of Communities of Practice. 4 Design and implement regional projects in the subject area. 5 Provide input to corporate policy matters in the subject area. 	<p>UNDP</p>	<p>Practice Personnel: \$135,000/year</p>
<p>Output 6 Advisory services and capacities in policy support and programme development enhanced for quality and effective development interventions in the region in the area of Crisis Prevention and Recovery</p> <p>Baseline: 24 person days spent on Advisory services in 2007, which is 20% of advisory time in the practice. No baseline for “% demand met” exists. Overall quality of services provided (as</p>	<p>Targets - 80% of service requests (no.) fulfilled by core advisors - Overall service quality above average (as per mission surveys and annual client survey, product survey)</p>	<p>Activities in Atlas organized by Advisor: Provide policy and programme support by [Advisory area]</p> <p>Specific sub-activities include:</p> <ol style="list-style-type: none"> 1 Provide technical assistance (advisory services) to COs upon demand. 2 Provide training and other capacity development activities for practitioners in the region in the subject area. 3 Facilitate the knowledge exchange, sharing and application of experience and expertise in the subject area. 	<p>UNDP</p>	<p>Practice Personnel: \$175,500/year</p>

<p>per client survey) is average (3.6).</p> <p>Indicators: Quantitative: % of service requests fulfilled by core advisors Quality of services provided: Rating of service quality measured through surveys and client feedback, product survey</p> <p>Output 7 Advisory services and capacities in policy support and programme development enhanced for quality and effective development interventions in the region in the area of HIV/AIDS</p> <p>Baseline: 384 person days spent on Advisory services in 2007, which is approximately 53% of advisory time in the practice. No baseline for “% demand met” exists. Overall quality of services provided (as per client survey) is average (3.7).</p> <p>Indicators: Quantitative: % of service requests fulfilled by core advisors Quality of services provided: Rating of service quality measured through surveys and client feedback, product survey</p> <p>Output 8 Advisory services and capacities in policy support and programme development enhanced for quality and effective development interventions in the region in the area of Management</p>		<p>including through the management of Communities of Practice.</p> <p>4 Design and implement regional projects in the subject area.</p> <p>5 Provide input to corporate policy matters in the subject area.</p>	
<p>Targets - 80% of service requests (no.) fulfilled by core advisors (demand met) - Overall service quality above average (as per mission surveys and annual client survey, product survey)</p>		<p>Activities in Atlas organized by Advisor: Provide policy and programme support by [Advisory area]</p> <p>Specific sub-activities include: 1 Provide technical assistance (advisory services) to COs upon demand. 2 Provide training and other capacity development activities for practitioners in the region in the subject area. 3 Facilitate the knowledge exchange, sharing and application of experience and expertise in the subject area, including through the management of Communities of Practice. 4 Design and implement regional projects in the subject area. 5 Provide input to corporate policy matters in the subject area.</p>	<p>UNDP</p> <p>Practice Personnel: \$0</p>
	<p>Targets - 80% of service requests (no.) fulfilled by core advisors - Overall service quality above average (as per mission surveys and annual client survey, product survey)</p>	<p>Activities in Atlas organized by Advisor: Provide policy and programme support by [Advisory area]</p> <p>Specific sub-activities include: 1 Provide technical assistance (advisory services) to COs upon demand. 2 Provide training and other capacity</p>	<p>UNDP</p> <p>Practice Personnel: \$97,000/year</p>

<p>Baseline: 221 person days spent on Advisory services in 2007, which is approximately 37% of advisory time in the practice. No baseline for “% demand met” exists. Overall quality of services (as per client survey) is above average (4.5). Indicators: Quantitative: % of service requests fulfilled by core advisors Quality of services provided: rating of service quality measured through surveys and client feedback, product survey</p>		<p>development activities for practitioners in the region in the subject area.</p> <ol style="list-style-type: none"> 3 Facilitate the knowledge exchange, sharing and application of experience and expertise in the subject area, including through the management of Communities of Practice. 4 Design and implement regional projects in the subject area. 5 Provide input to corporate policy matters in the subject area. 		
<p>Output 9 Advisory services and capacities in policy support and programme development enhanced for quality and effective development interventions in the region in the area of Knowledge Management and Communications Baseline: 139 person days spent on Advisory services in 2007, which is approximately 29% of advisory time in this area. No baseline for “% demand met” exists. Overall quality of services provided (as per client survey) is average (3.7). Indicators: Quantitative: % of service requests fulfilled by core advisors Quality of services provided: rating of service quality measured through surveys and client feedback, product survey</p>	<p>Targets - 80% of service requests (no.) fulfilled by core advisors (demand met) - Overall service quality above average (as per mission surveys and annual client survey, product survey)</p>	<p>Activities in Atlas organized by Advisor: Provide policy and programme support by [Advisory area] Specific sub-activities include:</p> <ol style="list-style-type: none"> 1 Provide technical assistance (advisory services) to COs upon demand. 2 Provide training and other capacity development activities for practitioners in the region in the subject area. 3 Facilitate the knowledge exchange, sharing and application of experience and expertise in the subject area, including through the management of Communities of Practice. 4 Design and implement regional projects in the subject area. 5 Provide input to corporate policy matters in the subject area. 	UNDP	Practice Personnel: \$319,000/year

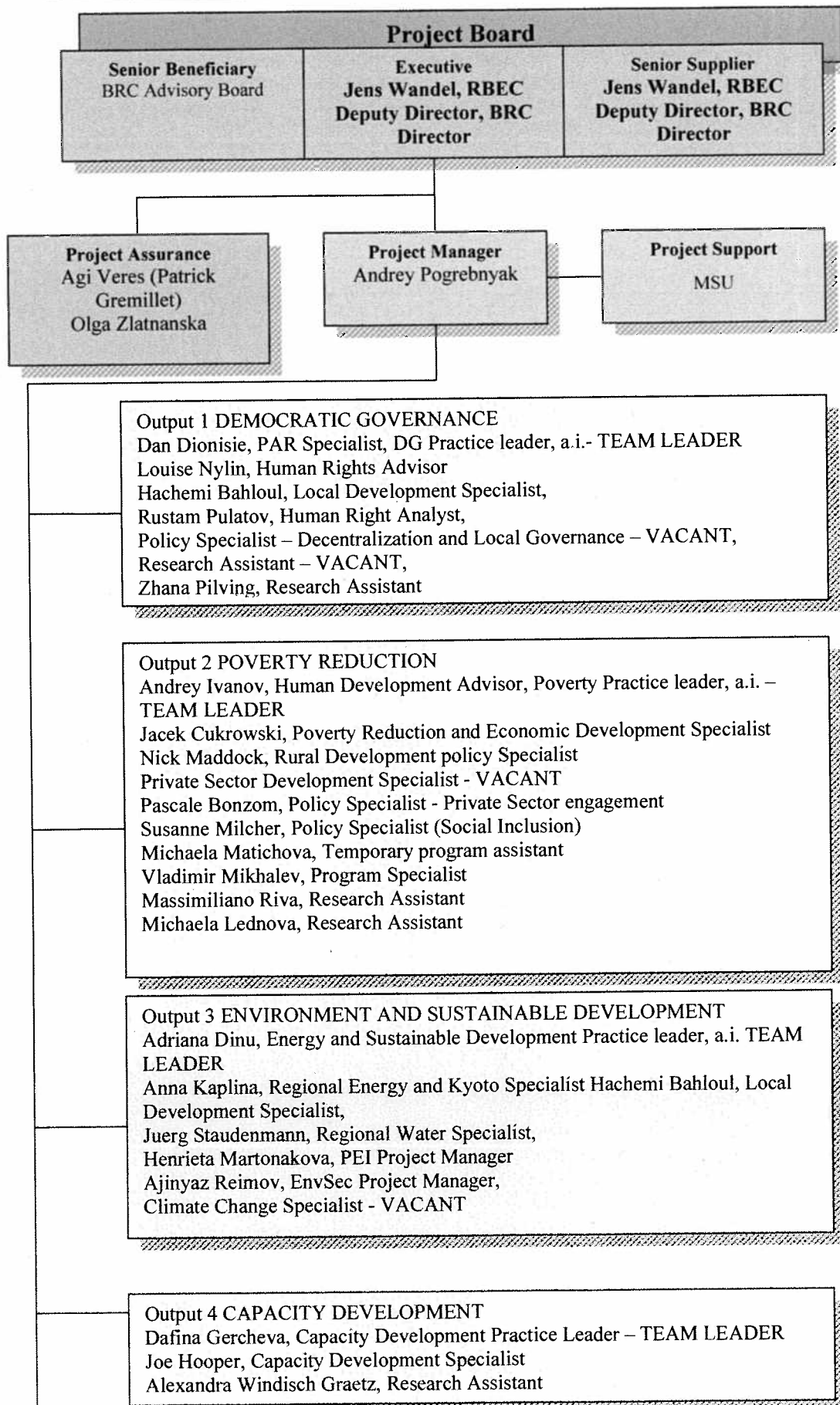
<p>Output 10 Advisory services and capacities in policy support and programme development enhanced for quality and effective development interventions in the region in the area of Emerging Donors</p> <p>Baseline: East-east cooperation with Czech Republic, Slovakia, Hungary.</p> <p>Indicators: Further cooperation supported with new countries.</p>	<p>Targets</p> <ul style="list-style-type: none"> - Further cooperation with Russia, Romania, Croatia and Turkey supported. - Strengthened partnership with Aid Effectiveness CoP, active participation at the global CoP, follow up with BRSP on joint approach to new MIC donors. - New partnership model developed with new EU Member States. 	<p>Manage East-East cooperation</p> <p>Specific sub-activities include:</p> <ol style="list-style-type: none"> 1 Provide technical assistance (advisory services) to COs upon demand. 2 Provide capacity development support for national ODA application 3 Develop strategies for East-East cooperation 	<p>UNDP</p>	<p>Practice Personnel: \$295,000/year</p>
<p>Output 11 Cross-practice capacities strengthened through learning, quality assurance and management support activities</p> <p>Baseline: Limited learning opportunities for advisors.</p> <p>Indicators: No. of learning opportunities. Timeliness and quality of cross-practice coordination.</p>	<p>Targets</p> <ul style="list-style-type: none"> - At least one learning opportunity per practice member related to subject area. - Smooth running of office premises secured - Advisors are equipped with appropriate IT tools - Regular Review of BRC performance, quality of portfolio. - Timely and quality monitoring and reporting on BRC portfolio. - Regional Programme for the next programming cycle formulated. 	<p>Provide learning opportunities</p> <ul style="list-style-type: none"> ▪ Provide learning opportunities through participation of specific training events ▪ Provide opportunities through participation in relevant regional and global conferences ▪ Provide opportunities for professional development through research and publications <p>Support cross-practice coordination</p> <ul style="list-style-type: none"> ▪ Provide managerial support to programme development and delivery, advocacy, resource mobilization and partnership building (covering common premises/services (i.e. security, cleaning, utilities, Internet, communication) and equipment/furniture required for the provision of advisory and regional program implementation services). ▪ Monitor and report on BRC 	<p>UNDP</p>	<p>Learning fees (training events and conference participation) Travel \$80,000/year</p> <p>Running costs, common premises/services, IT \$220,000/year</p> <p>Organizing of key events (i.e. BSB meeting)) \$20,000/year</p> <p>Program and RM travel of the EO office, including BRC Director and Senior Prog Coord \$30,000/year</p>

<p>Output 12 Advisory services delivery mechanism strengthened through Travel Equalization Scheme and Market mechanism</p> <p>Baseline: Not fully utilized equalization of access to services</p> <p>Indicators: % of utilization of travel equalization scheme and market mechanism</p>	<p>Targets</p> <ul style="list-style-type: none"> - Travel Equalization Scheme 90% utilized for CO missions - Market mechanism 100% applied as per policy to be developed 		<p>performance</p> <ul style="list-style-type: none"> ▪ Formulate the Regional Programme for the next programming period 	<p>UNDP</p>	<p>RP Formulation \$40,000/year</p>
			<ul style="list-style-type: none"> ▪ Support operational mechanism for advisory support <ul style="list-style-type: none"> ▪ Travel Equalization Scheme ▪ Market mechanism policy 	<p>Travel equalization: \$10,000/year</p>	

IV. Management Arrangements

- **Project Board:** The Project Board will be responsible for management decisions for a project when guidance is required by the Project Manager. In order to ensure UNDP's ultimate accountability, Project Board decisions will be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity and transparency. Project Executive will approve annual work plan(s) and authorize any major deviation from these agreed plans. The Executive role and Senior Supplier in this case is the same individual as they represent the Senior Management of BRC and have the substantial expertise to guide the project. The Senior Programme coordinator will assume the project Assurance role and will support the Project Board by carrying out objective and independent project
- **Project Manager:** The Project Manager will be responsible for day-to-day management and decision-making for the project. His/her prime responsibility will be 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. Project Manager will manage and monitor the project risks and issues, submit the Project Progress Report for the Annual Review to the Project Board and prepare the AWP for the following year.
- **Project Support:** The BRC/MSU will assume the project support role and will provide project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager.

Project Organisation Structure



Output 5 GENDER
Gender Advisor – TEAM LEADER
Louise Sperl Gender Specialist

Output 6 CRISES PREVENTION AND RECOVERY
CPR Regional TEAM LEADER (BCPR)
Kerstin Eppert, JPO (CPR)
Mamura Nasirova, Research Assistant

Output 8 MANAGEMENT
Patrick Gremillet, Regional Project Management Advisor – TEAM LEADER

Output 9 KM AND COMMUNICATION
Denisa Papayova, KM Associate – TEAM LEADER
Peter Serenyi, Copy Editor
Web Editor – VACANT
Timothy Melvin, Research Assistant

Output 10 EMERGING DONORS
Daniel Hanspach, Emerging Donors Policy Specialist – TEAM LEADER
Thomas Dedeurwarder, Brussels liaison officer

Output 11 LEARNING AND CAPACITY DEVELOPMENT
Andrey Pogrebnyak, Operations Manager – TEAM LEADER

Output 10 TRAVEL COST EQUALIZATION SCHEME AND MARKET
MECHANISM
Andrey Pogrebnyak, Operations Manager – TEAM LEADER
Thomas Dedeurwarder, Brussels liaison officer

V. Monitoring Framework and Evaluation

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

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

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

VI. Legal Context

This regional project document shall be the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto. Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The UNDP as the executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

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

VII. ANNEXES

1) Intended Outcomes as stated in the Country Programme Results and Resource Framework

EUR_OUTCOME1: COs, policy makers and CSOs have improved statistical and analytical capacities in respect of MDG and HD monitoring – **Outputs 2, 5, 8, 9, 11, 12**

EUR_OUTCOME144: Significantly increased private sector participation in development projects in the region - **Outputs 2, 5, 9, 11, 12**

EUR_OUTCOME145: Increased civic engagement in human development initiatives (including pro-poor policy dialogue and advocacy) in the region - **Outputs 2, 5, 8, 9, 11, 12**

EUR_OUTCOME146: Improved protection and promotion of human rights and justice respectively - **Outputs 1, 5, 8, 9, 11, 12**

EUR_OUTCOME147: Public administration integrity and capacity for evidence-based policy development and public service delivery improved - **Outputs 1, 5, 8, 9, 11, 12**

EUR_OUTCOME148: Improved national systems for integrating environment into countries' development frameworks and for addressing the environment and security risks - **Outputs 3, 8, 9, 11, 12**

EUR_OUTCOME149: Strengthened regional capacity to address water governance challenges within national and transboundary sustainable development frameworks - **Outputs 3, 8, 9, 11, 12**

EUR_OUTCOME150: Increased access to investment financing for sustainable energy and climate change adaptation, including through the Clean Development Mechanism (CDM) - **Outputs 3, 8, 9, 11, 12**

EUR_OUTCOME16: Enhanced capacities of local governments for effective local development in more than 15 countries - **Outputs 1, 4, 5, 8, 9, 11, 12**

EUR_OUTCOME27: Increased adoption of pro-poor trade reforms introduced in the region by governments, CSOs, donors and implementing agencies - **Outputs 2, 5, 8, 9, 11, 12**

EUR_OUTCOME32: Government and local communities empowered to better manage land and biodiversity in the ECIS region - **Outputs 3, 5, 8, 9, 11, 12**

EUR_OUTCOME33: Enhanced development cooperation between Emerging Donor Countries and the recipient countries with a special focus on SEE and CIS - **Outputs 8, 9, 10, 11, 12**

EUR_OUTCOME34: Enhanced capacity and skills to apply gender analysis and mainstreaming for more effective policymaking and planning- **Outputs 5, 8, 9, 11, 12**

EUR_OUTCOME35: A conflict-sensitive approach integrated into UNDP development programming in the region in terms of design, implementation and evaluation - **Outputs 6, 8, 9, 11, 12**

EUR_OUTCOME36: Enhanced effectiveness of national response to HIV/AIDS, including progress towards achievement of MDG 6- **Outputs 7, 8, 9, 11, 12**

Each output will support more than one outcome as linked above but due to the Atlas requirement to link each output to only one specific outcome of the Regional Programme, the outputs will be linked as follows:

Output 1) Democratic Governance - EUR_OUTCOME147: Public administration integrity and capacity for evidence-based policy development and public service delivery improved

Output 2) Poverty and Economic Development - EUR_OUTCOME1: COs, policy makers and CSOs have improved statistical and analytical capacities in respect of MDG and HD monitoring

Output 3) Environment and Sustainable Development - EUR_OUTCOME148: Improved national systems for integrating environment into countries' development frameworks and for addressing the environment and security risks

Output 4) Capacity Development - EUR_OUTCOME16: Enhanced capacities of local governments for effective local development in more than 15 countries

Output 5) Gender - EUR_OUTCOME34: Enhanced capacity and skills to apply gender analysis and mainstreaming for more effective policymaking and planning

Output 6) Crisis Prevention and Recovery - EUR_OUTCOME35: A conflict-sensitive approach integrated into UNDP development programming in the region in terms of design, implementation and evaluation

Output 7) HIV/AIDS - EUR_OUTCOME36: Enhanced effectiveness of national response to HIV/AIDS, including progress towards achievement of MDG 6

Output 8) Management - EUR_OUTCOME1: COs, policy makers and CSOs have improved statistical and analytical capacities in respect of MDG and HD monitoring

Output 9) Knowledge Management and Communication - EUR_OUTCOME1: COs, policy makers and CSOs have improved statistical and analytical capacities in respect of MDG and HD monitoring

Output 10) Emerging Donors - EUR_OUTCOME33: Enhanced development cooperation between Emerging Donor Countries and the recipient countries with a special focus on SEE and CIS

Output 11: Cross-practice capacities strengthened through learning and capacity development - EUR_OUTCOME1: COs, policy makers and CSOs have improved statistical and analytical capacities in respect of MDG and HD monitoring

Output 12: Advisory services delivery mechanism strengthened through Travel Equalization Scheme and Market mechanism - EUR_OUTCOME1: COs, policy makers and CSOs have improved statistical and analytical capacities in respect of MDG and HD monitoring

2) Outcome indicators including baseline and targets

EUR_OUTCOME1

COs, policy makers and CSOs have improved statistical and analytical capacities in respect of MDG and HD monitoring

Baseline

1. Weak understanding of vulnerability issues in the region (vulnerability of Roma, groups at risk, IDPs, etc.)
2. National level policies insufficiently equipped to address specific challenges of Roma inclusion using quantitative indicators
3. Insufficient access to MDG data for the region from various sources
4. Not all national human development reports produced in the region reviewed by the HD advisor hence the quality of the reports is not guaranteed
5. COs, policy makers and CSOs have poor statistical and analytical capacities in respect of HD, sustainable development and MDGs
6. MDGs are not sufficiently understood and reflected in the national strategies

Indicator

1. Activities targeting vulnerability issues in the countries implemented
2. Number of countries with monitoring system to their Decade of Roma Inclusion National Action Plans
3. Access to data on HD and MDGs from the RBEC countries
4. Improved quality of NHDRs in the region
5. Knowledge products and events on HD and MDGs
6. MDGs incorporated into the national poverty reduction strategies

EUR_OUTCOME144

Significantly increased private sector participation in development projects in the region

Baseline

1. Limited capacity of UNDP COs staff to work with the private sector (skills, knowledge, tools, funds)
2. Low uptake of CSR in the countries related to i/ traditional challenges of achieving business viability (difficult political and business climate, lack of financing for business expansion), ii/ lack of understanding of CSR and benefits for companies
3. No analysis of key economic sectors with pro-poor growth potential undertaken at regional or CO level,
4. Limited partnerships with private sector to promote pro-poor market development

Indicator

1. Number of new development partnership projects with the private sector
2. \$ volume of investments reported through the Global Compact
3. Evaluation of selected case studies of investment impact on poverty alleviation
4. Quality of new policies that facilitate public private partnership projects for development
5. Number of companies that report on partnership projects through the Global Compact portal

EUR_OUTCOME145

Increased civic engagement in human development initiatives (including pro-poor policy dialogue and advocacy) in the region

Baseline

1. Several countries in the region have poor quality civic environments (i.e. - lack of basic freedoms such as association, voice, or movement) or have recently initiated restrictive laws (i.e. - prohibition of foreign funding for NGOs).
2. In the region, especially in the low and middle income countries, capacity of Economic Policy Institutes is weak and underdeveloped. The paucity of viable think tanks has its negative effect on the quality of national policy making.
3. High unemployment rates (between 15%-40%) in the region with limited contribution of civil society organizations to increasing new jobs

Indicator

1. The legal environment and CSO sustainability improves in a minimum of three CIS countries (as measured by the USAID NGO sustainability index, CIVICUS CSI, and other assessment tools).
2. Increase in number of independent think tanks participating in the economic policy research and advise in the EPIN network that contribute to the achievement of the MDGs
3. In a minimum of three target countries, the number of social enterprises registered increases by 20% and the people employed by these social enterprises increases by 25%

EUR_OUTCOME146

Improved protection and promotion of human rights and justice respectively

Baseline

1. Low to medium level (legislation in place and not all elements of the mandate implemented) in in target countries.
2. No recommendation was offered to any country in 2006.

Indicator

1. Extent (legislation and fulfillment of mandate) to which NHRIs in target countries are complying with Paris Principles
2. Proportion of recommendations (incl. policy and programme advice, toolkits, strategies and other type of recommendations) on human rights protection, justice and redress endorsed by national counterparts (per year)

EUR_OUTCOME147

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

Baseline

1. Although formal requirements for ex-ante policy impact assessment existed in Central

European countries in 2005, such assessments were not systematically carried out due to shortages of resources and capacities

2. Most countries in the region lack the state institutional capacity necessary to confront and reduce public corruption
3. All countries in the CIS and South Eastern Europe lack successful government-initiated e-democracy initiatives that use ICT for greater transparency, accountability and public participation in policy making at central and local levels

Indicator

1. Ex-ante assessment of potential impact of public policies and legislation becomes a standard practice in ECIS countries.
2. Level of implementation of international legal instruments for fighting corruption.
3. Number of government-owned e-democracy initiatives, which encourage people's participation in policy making through online consultation, deliberations, and polling on issues of wide public interest

EUR_OUTCOME148

Improved national systems for integrating environment into countries' development frameworks and for addressing the environment and security risks

Baseline

1. Few national and sub-regional programmes addressing environment and security links supported by international organizations through coordinated efforts, in particular in Central Asia;
2. Joint funding mechanism and administrative unit of ENVSEC maintained and established by UNDP;
3. Small number of countries' initiatives/projects (ad-hoc and mainly donor driven) including an element of integrating environment and SD principles into national development and security frameworks);
4. 5 EECCA countries applied SEA in practice, on an ad-hoc basis;

Indicator

1. Number of sub-regional and national projects addressing environment and security links initiated in coordinated manner with ENVSEC partners;
2. Amount of funds raised for projects and coordination and administration of ENVSEC programme;
3. Number of projects / initiatives integrating environment and sustainable development principles into national development and security frameworks initiated;
4. Number of EECCA countries applying Strategic Environmental Assessment (Protocol) in practice;

EUR_OUTCOME149

Strengthened regional capacity to address water governance challenges within national and transboundary sustainable development frameworks.

Baseline

1. small number of countries are addressing water challenges in their national policy frameworks
2. transboundary cooperation mechanisms in place in 2 water basins (Danube/Black Sea and Caspian), and national buy-in begun in South Caucasus and Tisza Basin.
3. national buy-in begun to form in South Caucasus and Tisza Basin.

Indicator

1. Number of national legislative frameworks that introduced policy reforms to better address water-related challenges
2. Number of transboundary coordination or cooperation mechanisms
3. Extent of national buy-in to transboundary coordination or cooperation mechanisms.

EUR_OUTCOME150

Increased access to investment financing for sustainable energy and climate change adaptation, including through the Clean Development Mechanism (CDM)

Baseline

1. Lack of and poor access to resources for sustainable energy and climate change adaptation;
2. Weak capacities and poor enabling environment for clean energy financing and adaptation to climate change.

Indicator

1. Amount of resources mobilized by BRC from GEF, carbon finance and adaptation funds to governments and private sector in RBEC countries;
2. Improved policies and institutional structures in at least 7 RBEC countries to facilitate carbon market development and investments in clean energy.

EUR_OUTCOME16

Enhanced capacities of local governments for effective local development in more than 15 countries

Baseline

1. Weak capacity of local governments to perform devolved competencies.

Indicator

1. Social and communal services provided to citizens in program countries improved.

EUR_OUTCOME27

Increased adoption of pro-poor trade reforms introduced in the region by governments, CSOs, donors and implementing agencies

Baseline

1. currently weak understanding of all stakeholders of the link between trade and human development. Of how trade can be both a tool and detrimental to human development. Practically no methodologies are currently in use to assess the impact of trade on human development.
2. As the understanding of the link between trade and human development is weak, so is the implementation of policies and programs aimed minimizing the negative effects of trade and maximizing the potential benefits.
3. Except for ad hoc isolated cases most donors and implementing agencies work independently on trade development issues in the region. There is no coordinated and concerted effort between UNDP bureaus and UN agencies.

Indicator

1. Number of UNDP, CSO, donors, and government officials utilizing trade and human development policy assessment and development tools.

2. Number of trade and human development reform efforts adopted by UNDP, UN agencies, CSOs and governments in RBEC.
3. Number of trade and human development policy initiatives conducted jointly with other UNDP

EUR_OUTCOME32: Government and local communities empowered to better manage land and biodiversity in the ECIS region.

Baseline

1. 40 projects of total budget US\$ 244 million of which GEF funding is US\$ 61 million;
2. 20 million hectares under improved conservation management.

Indicator

1. Number and value of projects supported by the Practice addressing biodiversity conservation and sustainable land management
2. Number of hectares of land under improved conservation management - (protected areas or productive landscapes).

EUR_OUTCOME33

Enhanced development cooperation between Emerging Donor Countries and the recipient countries with a special focus on SEE and CIS

Baseline

1. Three Trust Funds have been established and made operational;
2. Three capacity building projects ongoing;
3. Donor partnership with CIDA established within the Slovak TF framework

Indicator

1. No. of development cooperation partnerships between Emerging Donors and recipient countries facilitated and/or managed by UNDP
2. No. of networking development cooperation activities in the RBEC region aiming to promote development cooperation
3. No. of partnerships with traditional donors aimed at launching trilateral projects

EUR_OUTCOME34

Enhanced capacity and skills to apply gender analysis and mainstreaming for more effective policymaking and planning

Baseline

1. Limited (ad hoc, weak/no implications for project outputs) implementation of gender analysis and projects including gender equality goals at the regional level.
2. Limited (ad hoc, weak/no implications for project outputs) implementation of gender analysis and projects including gender equality goals at the country level.
3. Limited implementation of gender equality laws in selected countries.

Indicator

1. Number of regional projects integrating gender analysis, gender mainstreaming and gender equality programming goals.
2. Number of country office initiatives integrating gender analysis, gender mainstreaming and gender equality programming goals.

3. Extent to which Gender Equality Laws in selected countries are implemented.

EUR_OUTCOME35: A conflict-sensitive approach integrated into UNDP development programming in the region in terms of design, implementation and evaluation.

Baseline

1. A commitment exists to support CPR mainstreaming in regional projects but there are no institutional incentives to promote CPR mainstreaming.
2. Conflict sensitivity approach to address present fragile and post-conflict situations in the region is not fully integrated into development policies and programmes.

Indicator

1. By 2010, number of standalone CPR initiatives reduced
2. By 2010, an increased number of programmes implemented under governance, environment, poverty practices include CPR components

EUR_OUTCOME36

Enhanced effectiveness of national response to HIV/AIDS, including progress towards achievement of MDG 6

Baseline

1. Out of 6 target countries the current situation based on vulnerability assessments conducted in 2 countries is that human rights frameworks are in place with certain issues related to implementation. Baseline information for the additional 4 countries will be established at the end of 2007.
2. Based on capacity assessment – analysis of the governance aspects of national responses to HIV/AIDS conducted in 5 selected countries of the region there are limited coordination mechanisms/capacities in place for the implementation of HIV/AIDS responses
3. Almost all countries of the region have PRSPs or other forms of poverty reduction programmes, however none have HIV/AIDS fully mainstreamed

Indicator

1. Extent to which target countries implement human rights frameworks, vis-a vis HIV/AIDS according to international standards
2. Extent to which functional coordination/institutional mechanisms to implement HIV/AIDS strategies in accordance to international standards (including the 3 ones principle) in selected countries are enhanced
3. Extent to which HIV/AIDS is mainstreamed into sectoral development plans and PRSPs

3) Risk Analysis.

OFFLINE RISK LOG



Project Title: Advisory Services for Policy Support and Programme Development <i>(Short title: BRC Advisory services)</i>	Award ID:
Date:	

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Funding Availability	21 November, 2008	Financial Strategic	Resources will not be (or not fully) sufficient to support all input needed to generate the envisioned outputs I = 5 P = 3	Sustainability modeling and analysis.	RBEC/BRC Management	Project Manager	24 November 2008	Ongoing
2	Multiple sources of funds mean there are constraints to the management of output contributions.	21 November 2008	Strategic	Multiple sources of funds and parallel funding arrangements will make it harder to report on contributions to results and means constraints in direct project management. I=3 P=5	Managed cooperation of multi-funding units via LTAs (BDP, BoM, BCPR); parallel management of results under parallel funded projects.	BRC and Practice management	Project Manager	24 November 2008	Ongoing
3									

