

7. MONITORING AND EVALUATION

In accordance with the programming policies and procedures outlined in the *UNDP Programme & Operations Policies and Procedures (POPP)* and the *Guideline for Programme Design and Monitoring and Evaluation* used by the Finnish Official Development Assistance, the project will be monitored through the standard formats presented in the present Section and in the Annexes. The description below will refer to the UNDP's *Enterprise Resource Planning (ERP)* system called *Atlas* (this system will be used for financial and operational management of the project).

Monitoring

Implementation of the project will be monitored quarterly (i.e., within annual cycle) and annually.

Quarterly monitoring will be based on *Quarterly Progress Reports* and *Quarterly Financial Report*. Quarterly Progress Reports shall be submitted by the Project Manager to the Project Board and shall be composed of:

- a) A technical narrative part (including progress monitoring and quality management based on quality criteria and methods). The minimum format for the text includes: (1) the extent of achievements of results; (2) Carrying out of activities; (3) Delivery of means; (4) Possible changes within the sector and in the project environment in general and their effects on the project; and (5) Proposal for changes in the planned activities.
- b) *Issue Log update* (activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change);
- c) *Risk Log update* (activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation);
- d) *Lesson-learned Log update* (activated in Atlas 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);
- e) *Monitoring Schedule Plan update* (activated in Atlas and updated to track key management actions/events);

A Quarterly Financial Report shall be submitted by the Project Manager to the Steering Committee and shall contain an executive summary, a comparison of planned budget with actual expenditures, explanation of differences between budget and expenditures, cumulative expenditures by the beginning of the year.

Annual monitoring will be based on *Annual Review Report* and *Annual Project Review*. An Annual Review Report shall be prepared by the Project Manager and approved by the Steering Committee. The Annual Review Report (as minimum) shall consist of the *Monitoring Report Format* and the *Annual Financial Report* based on recorded expenditures in Atlas. The minimum *Monitoring Report Format* includes the following sections:

- a) *Summary*;
- b) *Proposals for changes in the project (if any) and justification*;
- c) *Assessment of the intervention* (i.e. correspondence the priority needs of beneficiaries – relevance; assessment of impact towards the long-term development goal; extent of achievement of the project purpose – effectiveness; extent of achievement of results; description of implemented activities);
- d) *Risk Log and Issue Log updates* (i.e. possible changes in the project environment, including materialisation of assumptions and risks, and their effects on the project);
- e) *Factors ensuring compatibility and sustainability* (i.e. compatibility with strategic goals of Finnish development cooperation and relevant updates in policy environment, economic and financial feasibility, institutional capacity building, socio-cultural aspects, participation and ownership, gender, environment, and appropriate technology);

f) *Implementation modalities and lessons learned.*

Based on the report described above, 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* for the following year. In the last year of project implementation, 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

An independent external evaluation will be conducted before the termination of the project. The evaluation shall review the projects results, identify lessons learned. The evaluation shall focus on relevance, results and effectiveness/efficiency of project implementation. Selected external evaluator(s) is expected to follow relevant guidelines from UNDP and the Government of Finland.

8. 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 1 PROJECT RESULTS AND RESOURCES FRAMEWORK (LOGICAL FRAMEWORK)

Programme title: WIDER EUROPE: AID FOR TRADE FOR CENTRAL ASIA, SOUTH CAUCASUS AND WESTERN CIS (Phase II)

1.1 Results and Resource Framework

Intended Outcome as stated in the Regional Programme Results and Resource Framework: OUTCOME 3: By 2013, the capacity of public, private and civil society actors is increased to address human development challenges through evidence-based, inclusive and sustainable policies and through private sector-based pro-poor development

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

Indicator: Extent of change in trade volume in selected regions

Baseline: low trade intensity in selected regions

Target: Increased trade intensity in selected regions

Applicable Key Result Area (from 2008-11 Strategic Plan): Poverty eradication and achievement of internationally agreed development goals, including the MDGs: Promoting inclusive growth, gender equality and achievement of internationally agreed development goals, including the MDGs

Partnership Strategy: This project will be implemented in close and active cooperation with UNDP Country Offices and UN Agencies. The other key external stakeholders include national & subnational governments and international agencies, organizations and bilateral donors working in the field (such as UNECE, UNESCAP, ITC, EBRD, the Asian Development Bank (ADB), Islamic Development Bank (IDB), the European Union and regional coordination bodies such as SPECA and CAREC).

Project title and ID (ATLAS Award ID):

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output I: Increased economic development along trade corridors linking the countries of Central Asia, South Caucasus and Western CIS with key markets for their products in Armenia, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan</p> <p>Baseline: 1. Limited knowledge of SME, civil</p>	<p>Targets :</p> <p>1. At least 3000 government officials, self-employed people, entrepreneurs, and other relevant stakeholders trained in trade related capacities. At least 30% of participants are female; 75% of the evaluation reports have assessed the different activities as positive; at least 50% of the impact assessments at work show demonstrable better skills (where</p>	<p>Activity 1: Capacity development of SME, public sector employees and entrepreneurs on trade related issues</p> <p>Activity 2: Strengthening capacities of Trade Promotion Centres</p> <p>Activity 3: Provide Small-grants to self employed</p>	<p>UNDP Country Office for the direct implementation with support from BRC (AFT project)</p>	<p>Staff Time Travel Consultant Grants Programmable amount: Total - 2 117 334 Euro 2011 – 861 184Euro 2012 – 999 651Euro 2013 – 256 499Euro</p> <p>Management cost including</p>

<p>servants and entrepreneurs on trade related issues</p> <ol style="list-style-type: none"> Existing Trade Promotion Centers have not yet reached their full capacity Limited investment levels in rural areas for self-employed populations and other entities (e.g. Cooperatives) <p>Indicators:</p> <ol style="list-style-type: none"> Number of government officials, self-employed people, entrepreneurs and farmers trained and % of the evaluation reports have assessed the different activities as positive, results of impact assessment at place of (where feasible); percentage of women participants Number of clients served by the Market Information/Trade Promotion Center and number of activity dedicated to women entrepreneurs Number of businesses implementing new ideas to create value added in countries involved, expected turnover of these business ideas 	<p>feasible)</p> <ol style="list-style-type: none"> 15% increase in the number of clients served per year. Specific dedicated activity to facilitate entry of female entrepreneurs in the business sector. at least 6 business ideas implemented that create value added. At least one business idea is gender sensitive. 	<p>entrepreneurs to increase their value added</p>	<p>GMS (excluding TL in programmable amount): 617 547.1Euro</p>
<p>Output II:</p> <p>Increased use of trade opportunities through technical assistance in Belarus, Moldova, Turkmenistan and Ukraine</p> <p>Baseline:</p> <ol style="list-style-type: none"> Lack of trade related analysis documents in Turkmenistan; underdeveloped local analytical capacity National Strategy for Export Development in Ukraine does not exist Limited trade capacity of government administration in Ukraine and Moldova 	<p>Targets:</p> <ol style="list-style-type: none"> Two high quality analytical documents have been developed in Ukraine and Turkmenistan using both a human development and equality approach At least 100 representatives of local administration trained of which at least 30% are female; at least 50% of the impact assessments at work show demonstrable better skills (where feasible) At least 6 consultancy companies and law firms trained with at least one of the 	<p>Activity 1: Technical support to the government of Ukraine for the elaboration of the "National Strategy for Export Development", focusing on international trade agreements, foreign trade logistics, information on foreign markets, gathering and granting access to trade information, the role of foreign trade missions, export guarantees, export financing, state support for trade related events (missions, exhibitions, promotion materials) and special economic zones and their export orientation; and the law regarding financial support for exports.</p> <p>Activity2: Technical assistance for export (Ukraine) through</p> <ol style="list-style-type: none"> training for local and regional administration, business associations and media on the role of the local administration in providing export oriented 	<p>UNDP Country Office for the direct implementation with support from BRC (AFT Project)</p> <p>Staff Time Travel Consultant</p> <p>Programmable amount: Total – 1 027 950 2011 – 226 506 2012 – 430 532 2013 – 370 911</p> <p>Management cost including GMS (excluding TL in programmable amount): 303 540.1Euro</p>

<p>4. Underdeveloped trade support consultancy services in Ukraine 5. Limited use of internet services and electronic trade facilities</p>	<p>trainings being dedicated to gender and trade/ is gender sensitive; at least 50% of the impact assessments at work show demonstrable better skills (where feasible) 4. A fully operational electronic trading facility covering at least 85 enterprises included in the BelLegProm</p>	<p>information and training (trainings can lead to the development of local action plans aimed at raising local export capacity); and b) training for consultancy companies and law firms in widening their capacity in doing business with other countries.</p> <p>Activity3: Establishing an electronic trading facility (ETF) for the support promotion of Belarusian light industry products on international markets a) Development of technical specifications, selection and recruitment of web designers, development and testing of electronic trading facility Technical and software support of the electronic trading facility (ETF), monitoring of performance indicators (e.g. number of applications, sales volumes in physical and monetary terms, range of products sold, geography of exports), and the formal launch of the ETF (press conference, advertising and public relation support, etc.).</p> <p>Activity 4: Connecting small and medium-sized enterprises to the ETF established in Belarus (capacity and technical assessment, evaluation of SME readiness for electronic trade - particularly in the regions and small cities, support to web-site development, training and professional upgrading of staff).</p> <p>Activity 5: Capacity development export and marketing departments of selected Belarusian enterprises active in international markets, including by implementing a needs assessment for training and advice; designing training modules based on the findings of the assessment (e.g. business planning for trade activities; export market entry strategies; export market analyses; export products development and marketing channels; marketing in foreign trade; negotiations skills in trading); organisation of small group and workplace training events, and conducting marketing project contests.</p> <p>Activity 6: Strengthening the capacity of the targeted SME support institutions in Moldova to provide business advisory</p>	
<p>Indicators: 1. Number and quality of analytical documents developed in Ukraine and Turkmenistan using a human development and equality approach, participation of government officials in analysis (qualitative) 2. Number of representatives of local administration, business associations and media trained on the role of the local administration in providing export oriented information and percentage of female participants; results of impact assessment at place of work (were feasible). 3. Number of consultancy companies and law firms trained in widening their capacity in doing business with other countries and number of trainings dedicated to gender and trade/ is gender sensitive; results of impact assessment at place of work (were feasible) 4. Number of enterprises using the electronic trade facility;</p>			

		<p>services through the organization of sector-specific training activities</p> <p>Activity 7 : Developing the capacity of selected SMEs on the relevant 'acquis communautaire' and business-oriented topics in selected priority sectors of Moldovan economy in order to increase their knowledge on the opportunities prevailing within existing trade preferences with the EU, expand their level of competitiveness vis-à-vis the EU market (this will be achieved by offering highly targeted trade development support, effective networking mechanisms and capacity-building activities).</p> <p>Activity 8: Development of an analytical study on institutional trade capacity in Turkmenistan with the aim to identify gaps and strengthen capacities of existing trade-related institutions to analyze and formulate development-oriented trade policies to capture greater benefits from an open and integrated trade regime and participate in the regional and global trade agreements</p>	
<p>Output III:</p> <p>Better understanding of informalities and enhanced capacities to overcome informal trade barriers faced by small enterprises and micro businesses in Azerbaijan, Georgia, Kyrgyzstan and Moldova.</p> <p>Baseline: no in-depth knowledge on informal trade strategies, especially with respect to gender</p> <p>Indicators:</p> <p>1.1 Number and quality of analytical studies completed, use of gender sensitivity</p> <p>2.2.Number of participants in the regional meeting, number of female</p>	<p>Targets:</p> <p>1.1 Four high quality analytical studies completed with an integrated gender sensitive approach</p> <p>2.1 Regional meeting (conference) organised</p> <p>2.2 50 participants in total (of which 3 per each target country – one which is to be female , plus representation of partner organisations) for the regional conference in Helsinki</p> <p>2.3. at least 75% of the evaluation reports for the Helsinki conference have assessed the meeting as good or better; at least 50% of the impact assessments at work / business show demonstrable better skills (where feasible)</p> <p>2.4. At least three Finnish companies have been visited</p>	<p>Activity 1: Development of country studies on trade informalities and informal trade barriers to trade in Azerbaijan, Georgia, Kyrgyzstan, and Moldova</p> <p>Activity 2: Regional conference in Helsinki on policies to address trade informalities and entrepreneurial challenges in micro businesses and small firms, as well as the impact of trade on local development (including meetings with leading enterprises)</p>	<p>UNDP BRC (AIF project) with the support of UNDP CO</p> <p>Staff Time Audio equipment Travel International experts Local experts</p> <p>Programmable amount: Total – 216 166Euro 2011 – 0 2012 – 112 051Euro 2013 – 104 115Euro</p> <p>Management cost including GMS (excluding TL in programmable amount): 62 801.4Euro</p>

<p>participants</p> <p>2.3. Participants assessment of the quality of the regional meeting; results of impact assessment at place of work (where feasible)</p>	<p>Output IV: Enhanced opportunities for small enterprises and micro-businesses to benefit from trade in Uzbekistan and regionally.</p> <p>Baseline: 1. No certified farmers for organic and fairly traded agricultural products 2. limited market access for small and micro businesses to the Chinese market</p> <p>Indicators: 1. Number of farmers to be targeted to be trained to grow organic and fairly traded (certified) agricultural products will be determined after initial consultation with FLO; 2. - Number of participants, % of female participants, participants assessment of the quality of study tour; results of impact assessment in business (where feasible)</p>	<p>Targets : 1. the target will be set after the identification of trainings 2. Study tour organized; Number of participants 20 with at least 30% female participation. At least 75% of received evaluation reports assessed the study tour as "good" or better; at least 50% of the impact assessments at work show demonstrable better skills (where feasible) - At least 10 enterprises/organizations visited</p>	<p>Activity 1: Support to fair trade initiative in Uzbekistan, including selection of and training for farmers and/or farmer associations to grow organic and fairly traded (certified) agricultural products (providing an opportunity to farmers in Uzbekistan to access international fairtrade markets to help increase revenues and living standards). Activity 2: Organization of a study tour for participants from Central Asia, Caucasus and Western CIS to western China (the region neighboring to Central Asian countries) to learn from Chinese solutions with special reference to tools for better market access for small and micro businesses.</p>	<p>Act.1. private sector sub-practice, FLO international Act.2. UNDP BRC (Aft project)</p>	<p>Staff Time Travel Grants International consultants Local consultants</p> <p>Programmable amount: Total – 191 861Euro 2011 – 52 852Euro 2012 – 139 009Euro 2013 – 0</p> <p>Management cost including GMS (excluding TL in programmable amount): 62 801.4Euro</p>
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1.2. Detail annual Work Plan for the countries of project continuation: Kazakhstan, Kyrgyzstan, and Tajikistan

Tajikistan (Sughd): Annual Work Plan Year: 2011

EXPECTED OUTPUTS	PLANNED ACTIVITIES				RESPONSIBLE PARTY	PLANNED BUDGET		
	Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount US\$
<p>Output 1: Tajikistan Increased economic development along trade corridors linking the countries of Central Asia, South Caucasus and Western CIS with key markets for their products</p> <p>Baseline:</p> <ol style="list-style-type: none"> Further enhancement of the SMEs capacity building in how to develop sustainable export activities is required; Lack of sustainable Export Capacity-Building and Mentoring Programme in Sughd region; Trade Development Strategy in Sughd region does not exist and trade related policy required further development; Business community is not active in lobbying their interests through existing associations (farmers' ass., entrepreneurs ass., producers ass., and etc.); Institutional capacity of the Export Centre under AESR established within the First phase of the AFT project requires further strengthening; <p>Indicators:</p> <ol style="list-style-type: none"> Number of entrepreneurs practically applied the received skills and knowledge in exporting activities; Number of workshops conducted and Number of entrepreneurs participated in Export Capacity-Building Programme in Sughd region; Trade Development Strategy for Sughd region elaborated and approved by the government; Number of proposals from the business associations incorporated in the regional policy and adopted by the government; The Trade/Export Promotion Centre is financially and institutionally sustainable <p>Targets for 2011:</p>					<ul style="list-style-type: none"> Team Leader and Project Manager UNDP Country Office UNDP/BRC Advisors National AFT Teams AESR National Governments MEDT UN agencies Other development partners (if relevant) 	Fund: 30000 Donor: 00110	Communication & Audio Visual Equipment (72400)	900
							Salary cost - Staff (61100)	34,056
							Contractual Services Companies (72100)	51,450
							Miscellaneous Expenses (74500)	600
							Equipment & Furniture (72200)	269
							Audio Visual&Print Prod Costs (74200)	1,000
							Travel (71600)	3,000
							Rental & Maint of Other Equip (73400)	2,000
							Total Activity 1	93,275
							Local Consultants (71300)	5,000
							Activity 2: Enhancing participation of the business community in the formulation of the Trade Development Strategy (TDS) and export related policy improvement.	

<p>1. 20 entrepreneurs practically applied the received skills and knowledge in exporting activities; 2. First round of the workshops: 8 workshops conducted and at least 80 entrepreneurs trained on general business, export-readiness and export markets through established Export Capability-Building and Mentoring Programme; 3. At least 1 proposal from the business associations incorporated in the regional policy and adopted by the government; The export centre under AESR is financially sustainable by 50% in end of 2011</p>	<p>2.1. Baseline survey and assessments 2.2. Establishing the Working Groups and facilitation the TDS elaboration 2.3. Building capacity of Business associations and support to TDS implementation</p>				<p>Professional Services (74100) 25,500 Grants (72600) 33,000 Audio Visual&Print Prod Costs (74200) 3,000 Travel (71600) 4,500 Rental & Maint of Other Equip (73400) 2,200 Translation services cost 1,500 Total Activity 2 74,700</p>
TOTAL					167,975

Kyrgyzstan (Batken): Annual Work Plan Year: 2011

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount US\$
<p>Output 1: Kyrgyzstan Increased economic development along trade corridors linking the countries of Central Asia, South Caucasus and Western CIS with key markets for their products</p> <p>Baseline: 1) Batken Market Information Center is running; 2) 15 village information centers are operational; 3) Functional price information system needs further development 4) 2 trade-service cooperative 5) 2 processing lines for export products 5) 20 village brokers</p> <p>Indicators: 1) # of newly established trade-service cooperatives/associations; 2) # of beneficiaries and business facilitators trained; 3) # trainings and study tours organized; 4) # of supply channels established; 5) # of farmers (clients) received access to market information system; 6) # of farmers involved in supply chain channels</p> <p>Targets: 1) 20 trainings and study tours; 2) 5000 farmers increased incomes through the information system and supply channels; 3) 2 pilot cooperatives successfully promote products to the external market;</p>	<p>Activity 1: Increasing capacities of target beneficiaries on trade mainstreaming</p> <p>1.1. Conduct seminars/trainings for business and farmers associations, cooperatives and business support institutions, local government representation on trade facilitation, food safety and standards requirements, buyers' and end-users' expectations, quality management, traceability, in market analysis, market development, competitor analysis, pricing, packaging and labelling, branding, supply and distribution chains, logistics, insurance, environment etc.</p> <p>1.2. Conduct round tables, seminars and meetings for discussion of trade development prospects</p> <p>Activity 2: Strengthening the capacity of the Batken Market Information center (BMIC) to provide ready access to market/business information</p> <p>2.1. Support to BMIC through provision of advisory services (SSA, 3 experts, 12 months)</p> <p>2.2. Increase access to marketing/business information through on-going maintenance of the marketing information system. Create a database trade-purchasing companies, wholesale buyers, processing enterprises, logistical companies, equipment suppliers and etc.</p> <p>2.3 Gather and deploy price information systems for selected products/commodities</p> <p>2.4 Deliver series of trainings/seminars to SMEs/farmers on analysis and utilization of market information</p>					<ul style="list-style-type: none"> • UNDP Batken Oblast Administration • Helvetas • Agribusiness and Competitiveness Center (ACC) • BIMC • Cooperatives 	Fund: 30000 Donor: 00110	Training, Seminars	6,000
							Roundtables, seminars	3,000	
							Total Activity 1	9,000	
							Local Consultants (71300)	6,000	
							Travel operations	5,000	
							Equipment, publications, seminars, travels	8,000	
							Training, seminars, travels	5,000	
							Travel, presentations	5,000	

4) 2 new processing lines established for export products	2.5 Establish contacts with sister institutions through market information systems in identified target export countries.				Local consultants, seminars, travels	10,000
5) Batken Market Information Center fully operational and sustainable;	2.6 Facilitate and support a B2B (Business to Business) and establish new channels for supply of export products (Russia, Kazakhstan, Tajikistan)				Total Activity 2	39,000
6) Batken Association of Entrepreneurs fully operational and sustainable	Activity 3: Strengthening trade-development capacities of selected Farmers Associations					
	3.1. Select 2 new pilot farmers groups (association / cooperative)				Travel, seminars	500
	3.2. Provide assistance in conducting analysis of trade potential (volume and quality of products, sales channels, market analysis etc.)				Travel, seminars	2,000
	3.3. Provide assistance to farmers to develop appropriate business and marketing plans				Travel, seminars	2,000
	3.4. Conduct series of trainings and seminars to members of pilot associations / cooperatives on food safety and standards requirements, buyers' and end-users' expectations, quality management, traceability, in market analysis, market development, competitor analysis, pricing, packaging and labeling, branding, supply and distribution chains, logistics, insurance, negotiating, contracts, friendly technologies and green commodity production etc.				Trainings, seminars	8,000
					Travel	15,000
	3.5. Organize study tours for the project beneficiaries (to gather market intelligence; see best practices on products packaging and pricing as well as existing mechanisms of products marketing (through exhibitions etc) , meet potential buyers and facilitate trade contracts, visit potential equipment suppliers)				Travel, seminars	5,000
	3.6 Provide assistance to establish trade alliance of cooperatives and associations for building their trade potential to ensure volume and quality of delivered products				Subcontract	4,000

	3.7 Provide assistance in development of trademarks (brands) for export products								Travel	3,000
	3.8 Organize exhibitions/fairs for farmers associations' products								Grants	60,000
	3.9 Establish small capital grants facility to support to establish cooperative kitchens: - Farmer initiatives on establishing processing and storage of export products								Local consultants	5,000
	3.10 Provide assistance in implementation of the cooperative kitchen								Salaries - IP Staff (61300)	30,000
	Project implementation (Project Management Function)								Operations costs	7,500
									Total Activity 3	142,000
TOTAL										190,000

Kazakhstan (Semey): Annual Work Plan Year: 2011

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount US\$
<p>Output 1: Kazakhstan Increased economic development along trade corridors linking the countries of Central Asia, South Caucasus and Western CIS with key markets for their products</p> <p>Baseline:</p> <ol style="list-style-type: none"> 1. The SME/trade development action plan does not exist in Eastern Kazakhstan and requires introduction; 2. Lack of sufficient business consulting services available to rural entrepreneurs in Eastern Kazakhstan; 3. Further enhancement of the SMEs capacity building in how to develop sustainable export activities is required; 4. There is no flexible funding facility available to support the inclusive projects with high growth potential; 5. There is no legislation in place regulating domestic trade relations; <p>Indicators:</p> <ol style="list-style-type: none"> 1. SME/Trade Development action plan is elaborated approved for the Eastern Kazakhstan; 2. Number of focal points established in the regions of Eastern Kazakhstan; 3. Number of entrepreneurs practically applied received skills and knowledge on export activities; 4. Number of inclusive projects funded; 5. Availability of the domestic trade development model; <p>Targets for 2011:</p> <ol style="list-style-type: none"> 1. An action plan on SME/trade development and potential of different sectors to produce is elaborated and integrated into the Regional Development Strategy for 2010-2015; 	<p>Activity 1: Development planning and capacity building</p> <ol style="list-style-type: none"> 1.1. Baseline survey and analytical study on the potential of different sectors 1.2. Strengthening the capacity of newly-established SME service centre (trade promotion centre) in Eastern Kazakhstan to provide business consulting services to rural entrepreneurs 1.3. Comprehensive training to local public administration officials 					UNDP KAZ	Fund: 30000 Donor: 00110	Local Consultants (71300)	8,000
								Communication & Audio Visual Equipment (72400)	500
								Salary cost - Staff (61100)	33,700
								Contractual Services-Companies (72100)	3,300
								Miscellaneous Expenses (74500)	1,500
								Equipment & Furniture (72200)	1,000
								Audio Visual&Print Prod Costs (74200)	2,000
								Travel (71600)	2,500
								Rental & Maint of Other Equip (73400)	12,500
								Grants (72600)	10,000

2. The SME service centre establishes the network of focal points in 13 regions of Eastern Kazakhstan; 3. 200 SMEs received consultative support from the SME service Centre; 4. At least 2 inclusive projects funded by the small grants programme; 5. Domestic trade model is elaborated and discussed	Activity 2: Small grants component										Total Activity 1 75,000
											Grants (72600) 25,000
	2.1. Identify the inclusive projects that show strong growth potential, including from the self-employed population										Travel (71600) 5,000
	2.2. Awarding of grants to inclusive projects through approval of the Grant Appraisal Committee										Contractual Services Companies (72100) 25,000
	2.3. Monitoring the inclusive projects implementation and impact assessment										Total Activity 2 55,000
	Activity 3: Policy level initiatives										Contractual Services (74100) 30,000
	3.1. Advisory support to the MEDT on the development domestic trade models										Audio Visual&Print Prod Costs (74200) 1,300
	3.2. Workshops on the discussion of domestic trade models										Travel (71600) 5,700
											Rental & Maint of Other Equip (73400) 2,000
											Translation services cost 1,000
											Total Activity 3 40,000
											TOTAL 170,000

ANNEX 2 Project workplan and budget
Project workplan

Project Result	Country/unit	TIME FRAME of project implementation											
		1	2	3	4	5	6	7	8	9	10	11	12
COMPONENT I													
Output 1: Increased economic development along trade corridors linking the countries of Central Asia, South Caucasus and Western CIS with key markets for their products	Armenia												
	Georgia												
	Kazakhstan												
	Kyrgyzstan												
	Tajikistan												
	Uzbekistan												
	UNDP Bratislava Regional Centre - assistance and coordination												
COMPONENT II													
Output 2: Increased use of trade opportunities through technical assistance	Moldova												
	Ukraine												
	Belarus												
	Turkmenistan												
	UNDP Bratislava Regional Centre - assistance and coordination												
COMPONENT III													
Output 3: Better understanding of informalities and enhanced capacities to overcome informal trade barriers faced by small enterprises and micro businesses	Azerbaijan - country study												
	Georgia - country study												
	Moldova - country study												
	Kyrgyzstan - country study												
	UNDP Bratislava Regional Centre - assistance and coordination - regional conference												
COMPONENT IV													
Output 4: Enhanced opportunities for small enterprises and micro-businesses to benefit from trade	Uzbekistan - fair trade												
	UNDP Bratislava Regional Centre - assistance and coordination - study tour												

Budget of the project

Project component	Country/unit	Activities proposed	Indicative budget allocation (Euro)	2011	2012	2013
Component I	Kazakhstan	Continuation of the project component started within Phase I in Semey	280,000	134,000	146,000	0
	Kyrgyzstan	Continuation of the project component started within Phase I in Balken	280,000	150,000	130,000	0
	Tajikistan	Continuation of the project component started within Phase I in Soughd region (Khujand)	280,000	133,000	147,000	0
	Armenia	Integrating a trade component into the UNDP <i>Community Development Project</i> implemented in Tavush region	330,000	109,998	146,664	73,338
	Georgia	Integrating a trade component into the UNDP <i>Regional Development Projects</i> in Adjara (bordering Turkey) or Kakheti (on the border with Azerbaijan)	330,000	123,750	165,000	41,250
	Uzbekistan	Integrating a trade component into the UNDP/EU <i>Enhancing Living Standards (ELS)</i> project in one of the areas of the project implementation	330,000	82,500	165,000	82,500
	BRC	Content development, coordination, advisory service, supervision, monitoring (Team leader)	287,334	127,936	99,987	59,411
Total Component I			2,117,334	861,184	999,651	256,499
Component II	Belarus	Integrating a trade component into the UNDP project <i>Promoting Private Sector Activity in the regions by Enhancing capacity of Small Business Development Centres</i> implemented in Mogilev, Brest and Minsk oblasts	330,000	0	165,000	165,000
	Moldova	Integrating a trade component into UNDP Integrated Local Development Programme	330,000	90,000	120,000	120,000
	Turkmenistan	Development of an analytical study on institutional trade capacity in Turkmenistan	25,000	0	25,000	0
	Ukraine	Technical support to the government for the elaboration of the <i>National Strategy for Export Development</i> and technical assistance for exporting	180,000	102,857	77,143	0
	BRC	Content development, coordination, advisory service, supervision, monitoring (Team leader)	162,950	33,649	43,389	85,911
Total Component II			1,027,950	226,506	430,532	370,911
Component III	Azerbaijan	Trade and environment	25,000	0	25,000	0
	Georgia	Development of a country study on trade informalities and informal barriers to trade	25,000	0	25,000	0

Moldova	Development of a country study on informal trade in Transnistria	25,000	0	25,000	0
Kyrgyzstan	Trade liberalisation and gender equality	25,000	0	25,000	0
Regional activity	Regional conference on trade informalities, internationalisation of small and micro-businesses and export financing system in Helsinki (linked to the study tour showing the best practices of internationalisations of small and micro businesses in Finland)	80,000	0	0	80,000
BRC	Content development, coordination, advisory service, supervision, monitoring (Team leader)	36,166	0	12,051	24,115
Total Component III		216,166	0	112,051	104,115
Component IV	Providing the opportunity to farmers in Uzbekistan to access Fairtrade markets abroad	90,000	45,000	45,000	0
Regional activity	Study tour to western China (the region neighbouring to Central Asian countries) to learn from Chinese solutions with special reference to tools for better market access for small and micro businesses	80,000	0	80,000	0
BRC	Content development, coordination, advisory service, supervision, monitoring (Team leader)	21,861	7,852	14,009	0
Total Component IV		191,861	52,852	139,009	0
Management costs	Supervision and monitoring	103,580	50,245	26,667	26,668
Country offices	Knowledge management, relations with donors and project visibility	60,000	20,000	20,000	20,000
	Project evaluation	40,000	0	0	40,000
	Administrative costs (including office equipment and other office costs BRC)	15,000	5,000	5,000	5,000
	Contingency	83,028	15,453	38,787	28,787
	Project Manager-BRC	378,003	126,001	126,001	126,001
	Project Assistance-BRC	66,144	22,048	22,048	22,048
Total other costs		745,755	238,747	238,504	268,504
Subtotal		4,299,065	1,379,289	1,919,747	1,000,029
GMS*		300,935	96,550.22	134,382.32	70,002.04
Total budget		4,600,000	1,475,839	2,054,130	1,070,031

* The cost of Team Leader is allocated proportionally to the size of the components. Salary costs are indicative and based on US\$/EU exchange rate of 1.27 as per 15th September 2010

** Salary costs of Project Manager and Project Assistant are indicative and based on US\$/EU exchange rate of 1.27 as per 15th September 2010

PARALLEL FINANCING (COMMITMENTS)

PARALLEL FINANCING (OPPORTUNITIES TO BE DEFINED IN THE FIRST QUARTER OF PROJECT IMPLEMENTATION)

Preliminary discussions with UNDP country offices and other UN agencies indicated possibility of cost-sharing and parallel financing. These partners (UNDP and UN) are:

- UNDP area based development programmes in Georgia, Uzbekistan, Kazakhstan, Kyrgyzstan and Tajikistan;⁴⁶
- UNDP country programming in Armenia, Kyrgyzstan and Tajikistan.

As for today several UNDP Country Offices have committed over 100,000US\$ to project activities in addition to in-kind contribution and added value brought to the project activities through the utilization of regional country projects. Details of this partnership will be determined in the first quarter of project implementation.

⁴⁶ Adherence to Paris Principles for Effective Aid national ownership and dialogue will be prioritized throughout this project. To this end each participating UNDP office will be allocated the cost of 1/3 of a National Programme Officer time per year.

UNITED NATIONS DEVELOPMENT PROGRAMME
Regional Bureau for Europe and the CIS (RBEC)

Post Title: TEAM LEADER
Grade: P-4
Duty Station: UNDP Europe and the CIS Bratislava Regional Centre, Bratislava, Slovakia
Duration: 3 years
Starting date: February 1st, 2011

Background:

Better integration into international trade plays an important role in global efforts to reduce poverty. Increasing exports provides new opportunities for enterprises to expand their production and to create more and better jobs. Exports are also a vital source of income to finance the import of goods and services that a country does not produce itself. Trade is an essential source of economic growth, has important impact on job creation, peoples' income and poverty reduction.

The Aid for Trade (AFT) agenda is one of key global initiatives aimed at strengthening the capacity of developing countries to participate in and benefit from international trade. A large part of AFT is focused on strengthening domestic production, such as creating an enabling business environment for enterprises or building economic infrastructure. AFT can be classified in five categories: 1) Trade Policy and Regulations, 2) Trade Development, 3) Economic Infrastructure, 4) Productive Capacity, 5) Adjustment Costs.

The Wider Europe Initiative is a framework programme to be prepared for Finland's development cooperation with former Soviet republics in order to promote stability and well-being extensively both in our partner countries and in the whole continent. The initiative comprises three regional cooperation programmes to be launched in Western CIS (Belarus, Moldova, Ukraine), South Caucasus (Armenia, Azerbaijan, Georgia) and Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan).

Taking into account the similar sectoral and geographical priorities of Finland's development cooperation and of the UNDP Regional Bureau for Europe and the CIS (UNDP RBEC), the present project (planned for 2011-2013) intends to build on Phase I and deepen the existing partnership in trade related development assistance to the countries of the Western CIS, South Caucasus and Central Asia.

The overall goal of the project to foster inclusive growth⁴⁷ in the region through the promotion of trade and the enhancement of each country's competitiveness to support these countries' efforts to reduce poverty and improve peoples' lives. The gains from trade are numerous, and extend beyond purely economic benefits. Trade and investment can contribute to human development by helping to raise productivity, employment and economic growth. In this context, the human development concept central to RBEC's work helps highlight inclusiveness as a key implication of sound trade policies. Therefore, a particular purpose of this project is to improve the implementation of pro-poor trade-related policy reforms and trade capacity development measures on the national and local levels, the transfer of best practices and knowledge exchange with special reference to the challenges of small enterprises and micro businesses, and the execution of technical assistance interventions in selected regions located outside the main cities (thus, beneficiaries and stakeholders include a wide range of private and public entities in the countries of Central Asia, South Caucasus and Western CIS, especially men and women living in underdeveloped areas outside the main cities in the countries covered by the project). More specifically, the project aims to

1. Support the development of trade related capacities and help small and micro entrepreneurs in remote urban and rural areas, as well as farmers and farmers' associations to gain from the opportunities that expanded trade possibilities may bring to the regions and local communities.

⁴⁷ "Inclusive growth is both an outcome and a process. On the one hand, it ensures that everyone can participate in the growth process, both in terms of decision-making for organising the growth progression as well as in participating in the growth itself. On the other hand, it makes sure that everyone shares equitably the benefits of growth. Inclusive growth implies participation and benefit-sharing. Participation without benefit sharing will make growth unjust and sharing benefits without participation will make it a welfare outcome." UNDP IPC-IG 2010.

2. Facilitate international trade on national and local level by supporting the development of strategic documents to develop trade, optimizing the institutional framework, and providing technical assistance to exporters.
3. Articulate national and sub-regional AFT issues with special reference to the challenges faced by small entrepreneurs and micro businesses operating in local areas, shadow economic activities and informal cross border trade; and facilitate transfer of best practices in developing trade capacities of small enterprises and micro businesses, knowledge sharing, discussion of national and regional policies and diffusion of good practices in several thematic areas with special reference to the impact of trade (including informal trade) on local development, micro businesses, and internal trade barriers.
4. Facilitate transfer of best practices in developing trade and production capacities of small enterprises and micro-businesses with special reference to tools for better market access and spread of knowledge and new technologies through international trade.

The project focuses on three sub-regions: Western CIS (Belarus, Moldova, Ukraine), South Caucasus (Armenia, Azerbaijan, Georgia) and Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan) and consists of the following four components:

- I. Support to economic development along trade corridors linking countries of Central Asia, South Caucasus and Western CIS with key markets for their products.
- II. Trade development: Technical assistance for better use of trade opportunities.
- III. Understanding informalities and overcoming informal trade barriers faced by small enterprises and micro businesses, especially women entrepreneurs.
- IV. Creating opportunities for small enterprises and micro-businesses to benefit from trade.

The project will be implemented by UNDP Europe and the CIS Bratislava Regional Centre (UNDP/BRC) in close cooperation with UNDP country offices in eleven countries of Central Asia, South Caucasus and Western CIS.

The project will benefit from existing UNDP infrastructure and the network of UNDP trade and private sector practitioners in the countries of project implementation. The activities of the project will be coordinated with UNDP projects that are currently being implemented in the region. The utilisation of the infrastructure of existing projects, building on accumulated knowledge of development issues in the areas of the project implementation will ensure cost-efficient and timely delivery of complex activities. The project will be managed according to UNDP corporate project management rules. This will ensure transparency of financial management and high quality project implementation.

The use of UNDP/BRC as the main project management hub will provide several advantages. Firstly, there is one individual entity coordinating the different partners in the countries covered by the project - ensuring that the donor receives consolidated information and comprehensive reports on all project activities. Furthermore, the expertise residing in UNDP/BRC supports high quality project implementation. As UNDP/BRC has a broad regional perspective, it also allows for creating synergies and knowledge exchanges among the various country activities. UNDP/BRC with its close ties with other organisations and international partners can also provide specialist input upon request of the countries and ensures that recent developments at the global and regional level are communicated and integrated into project activities, as the recent example of the *AFT Roadmap for SPECA* shows. Finally, UNDP/BRC provides visibility services and knowledge management systems.

Duties and Responsibilities:

The Team Leader is expected to provide overall guidance and leadership in the implementation of the project *AID FOR TRADE FOR CENTRAL ASIA, CAUCASUS AND WESTERN CIS (Phase II)*. She/he will act as chief technical advisor for all three components of the project and be accountable for the effective implementation of the project. More specifically, the Team Leader is supposed to:

- Participate in the selection of national teams of experts to develop national studies planned within the project;
- Provide methodological consultations and comments on the works in progress;
- Oversee the whole work on analytical studies, supervise drafting process, and ensure preparation of the final drafts in a homogenous style;
- Maintain regular contacts with key stakeholders to discuss progress made and address direction and revise activities and planning as may be required;
- Maintain regular consultation with national and international stakeholders to facilitate coordination, encourage regional ownership and continuing international interest;

- Provide advisory support to the establishment of an export alliance composed by local government institutions and business institutions and other activities implemented on the country level;
- Contribute to the capacity building on trade mainstreaming targeted at local public authorities in selected areas;
- Provide advisory support to and participate in establishing *regional export promotion centres* in identified regions;
- Maintain links and coordinate with existing UNDP area based/local development projects implemented in selected areas;
- Oversee implementation of the project on regional and country level;
- Supervise preparation of reports for UNDP and the Government of Finland;
- Provide Project Manager with day-to-day advice related to the implementation of the overall project.

Competencies:

Corporate competencies

- Demonstrates integrity by upholding the UN's values and ethical standards;
- Displays cultural, gender, religion, race, national and age sensitivity and adaptability;
- Treats all people fairly without favouritism;

Functional competencies

- Proven ability to coordinate production of reports and papers; ability to review the work of others;
- Demonstrated experience in research in the area of trade and social and economic development, and expertise in economic modelling and policy advice;
- Willingness to engage in extensive travel;
- Good managerial, communication, and interpersonal skills;
- IT literacy, familiarity with e-presentation techniques and ability to operate with on-line web-based applications;

Leadership

- Strong interpersonal, managerial, communication and advocacy skills; ability to work within a multi-disciplinary team; orientation towards service delivery and excellent facilitation and networking skills for building networks and partnerships;
- Focuses on impact and result for the client;
- Constructively approaches work with energy and positive constructive attitude;

Knowledge Management

- Pro-actively shares knowledge and experience and contributes to UNDP Practice Areas and actively works towards continuing personal learning and development;
- Possesses clear intellectual interest in the assigned practice work;
- Pro-actively shares knowledge and experience and contributes to UNDP Practice Areas and actively works towards continuing personal learning and development;
- Possesses in-depth practical knowledge of inter-disciplinary development issues;

Minimum Requirements, Qualifications, and Experience:

- Master's degree or an advanced degree in economics, international trade or another relevant social science area;
- At least 7 years of work experience involving the application of principles and concepts of economics and international trade in various contexts including through association with national and international policy-making, academia or foreign assistance programmes;
- Extensive experience with issues of poverty reduction, PRSPs, MDGs and social and economic development in transition economies; knowledge of contemporary social and development issues in the region's low-income and lower-middle income countries;
- Proven research and writing skills;

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- Deep knowledge of and work experience in the countries of CIS;
 - Familiarity with UNDP's mandate, UNDP project management procedures, and the human development concept;
 - Full IT literacy and ability to operate with on-line web-based applications;
 - Fluency in English and Russian is a must.

The assignment will require frequent travels in the region. Team Leader is expected to maintain good relations and work closely with UNDP/BRC staff and UNDP country offices in the region.

UNITED NATIONS DEVELOPMENT PROGRAMME
Regional Bureau for Europe and the CIS (RBEC)

Post Title: Project Manager
Grade: P 2
Duty Station: UNDP Europe and the CIS Bratislava Regional Centre, Bratislava, Slovakia
Duration: 3 years (with possible extension)
Starting date: February 1st, 2011

Background:

Better integration into international trade plays an important role in global efforts to reduce poverty. Increasing exports provides new opportunities for enterprises to expand their production and to create more and better jobs. Exports are also a vital source of income to finance the import of goods and services that a country does not produce itself. Trade is an essential source of economic growth, has important impact on job creation, peoples' income and poverty reduction.

The Aid for Trade (AfT) agenda is one of key global initiatives aimed at strengthening the capacity of developing countries to participate in and benefit from international trade. A large part of AfT is focused on strengthening domestic production, such as creating an enabling business environment for enterprises or building economic infrastructure. AfT can be classified in five categories: 1) Trade Policy and Regulations, 2) Trade Development, 3) Economic Infrastructure, 4) Productive Capacity, 5) Adjustment Costs.

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1. Support the development of trade related capacities and help small and micro entrepreneurs in remote urban and rural areas, as well as farmers and farmers' associations to gain from the opportunities that expanded trade possibilities may bring to the regions and local communities.
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Duties and Responsibilities:

The project will be lead by the Team Leader and managed nationally by a UNDP appointed Project Manager, who will be responsible for the day-to-day management, project monitoring and decision-making. She/he will coordinate all activities within the project, including monitoring and financial reporting. The Project Manager responds primarily to Team Leader and through her/him to the Steering Committee. More specifically, the Project Manager is supposed to:

- Implement and manage activities within each respective country, which include preparing an annual work plan, procurement plans, and recruitment plans; managing a budget; monitoring expenditures;
- Manage the project staff on a day-to-day basis; provide guidance and feedback to staff and demonstrate sound management competencies
- Assess impact and effectiveness through regular consultations with national and international counterparts, tracking outputs and results, and ensuring timely and efficient delivery of project/programme outputs, monitoring and updating of ATLAS;
- Ensure the project is implemented in compliance with UNDP rules and regulations;

- Liaise with UN agencies, national and international NGOs, civil society, academia and targeted populations in implementing the project for better coordination and avoidance of duplication;
- Participate in inter-agency working groups as required;
- Provide substantive support in thematic coordination and ensuring consistency;
- Responsible for ensuring first line trouble shooting from thematic and operational issues for area based teams;
- Perform any additional tasks as requested by the Team Leader or the Steering Committee.

Competencies:

- Project management skills: the ability to manage project/programmes for results, including the ability to translate strategic aims into achievable annual work plans; monitor progress of the project/programme delivery; and prepare project/programme reports in a timely manner;
- Content specific skills: experience in trade facilitation and trade development, private sector development, trade finance and microfinance;
- Interpersonal skills: Including acceptance of responsibility to ensure that organizational objectives, policies and requirements are met; ability to manage external teams of consultants, ability to handle politically sensitive issues and contacts within government authorities and within UNDP; sound judgment and maturity to foster a positive work environment.

Minimum Requirements, Qualifications, and Experience:

- Master's degree or an advanced degree in economics, international trade, business administration or another relevant social science area;
- At least 3 years of work experience involving the application of principles and concepts of economics and international trade in various contexts and/or the management of technical assistance project in the same areas;
- Relevant experience in poverty reduction, economic development and trade development in transition economies; experience in the conduction/managements of trade needs assessments and or in private sector development (including microfinance) is a definitive advantage;
- Familiarity with UNDP project management procedures, and the human development concept; Experience with ATLAS and UNDP project management is an asset, international certification in project management is an asset;
- Field experience and/or project management experience in Central Asia is an asset;
- Full IT literacy and experience in operating on-line web-based applications;
- Proven writing and communication skills;
- Fluency in English.

The assignment may require frequent travels in the region. Project Manager is expected to maintain working relations with UNDP/BRC staff and participating UNDP country offices in the region.

