

**United Nations Development Programme  
RBEC/Bratislava Regional Centre  
Project Document**

**Project Title:**

**New Partnerships in Development Cooperation**

**Expected Regional Programme Outcome(s):**

*(Those linked to the project and extracted from the CP)*

*RBEC Regional Programme 2011 – 2013 Outcome 7: By 2013, governments in the region, including countries building new partnerships after graduating from UNDP programmes, expand their capacities to more effectively manage development cooperation and mutual coordination of development activities, as well as have better access to relevant experience and expertise*

1. Strategic Partnerships (NSP) with Russia and Turkey are strengthened

**Expected Output(s):**

*(Those that will result from the project)*

2. Transitional experiences are shared, and east-east knowledge partnerships are facilitated including via triangular cooperation

3. ODA delivery mechanisms operational, including capacity building and awareness raising

**Implementing Partner:**

UNDP

**Responsible Party:**

UNDP

**Brief Description**

This project represents a substantive revision of the Emerging Donors Initiative in order to broaden the scope of activities while reflecting the changing development cooperation landscape as well as evolving corporate priorities. The project will: a) support corporate strategic partnerships with Russia and Turkey; b) develop a regional service line to facilitate scale up existing and new east-east cooperation linkages; c) support innovative models and delivery mechanisms in ODA, including capacity building and awareness raising. The project will continue to work closely with the new donor governments while expanding the partnership base by active engagement with the private sector, foundations, WBI, European Commission and other interested partners.

Programme Period:	2011 - 2013
Key Result Area (Strategic Plan)	New Partnerships
Project ID:	66348
Start date:	January 2012
End Date	December 2013
PAC Meeting Date	16 Jan 2012 (final approval 21 May 2012)
Management Arrangements	UNDP implementation

<b>Total resources required</b>	<b>\$ 240,000</b>
<b>Total allocated resources:</b>	<b>\$ 240,000</b>
• Regular	
o Regional TRAC	\$ 180,000
o Regional XB	\$ 60,000

Agreed by (UNDP):

*Horvath Balazs*

Balazs Horvath, Director of the Bratislava Regional Centre a.i.

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## I. SITUATION ANALYSIS

**The global development assistance landscape is changing.** While traditional donors are showing signs of financial retrenchment during these times of crisis, many countries that only recently were net aid recipients are now becoming influential development actors themselves. The following key trends can be highlighted according to recent analysis by BDP/CDG<sup>1</sup>:

- Development finance today includes much more than aid and covers a much broader spectrum of actors with diverse methods and modalities (2011 OECD, Development Cooperation Report).
- As ODA is under budgetary pressure in a number of countries, new Innovative Financing Mechanisms alongside with private philanthropy offer promising ways of complementing development financing with sustainable and additional resources.
- The international development co-operation has markedly evolved in light of the full spectrum of emerging forms of financing, knowledge and partnerships. It is estimated that non-State assistance from DAC member countries amounted to \$53 billion in 2009 (*Center for Global Prosperity, the Index of Global Philanthropy and Remittances 2011*).
- Right now we count more than 200 multilateral agencies (OECD DAC, 2010), including the UN system, 22 bi-laterals (OECD DAC members and at least 15 non DAC members providing significant sums of ODA and a continuously upward rising number of vertical funds.
- Providers from the South have also multiplied throughout the last decade markedly increasing aid volumes. Estimates of total South-South cooperation stand at about \$15.3 billion in 2008 (in current prices) or 9.5 percent of total development cooperation (UNDESA, 2008).

These changes reflect a broader trend towards an increasingly multi-polar world where alternative platforms for multilateral decision making on critical development issues, such as the G-20, the BRIC, etc. are gaining prominence, reflecting the needs and aspiration of a broad spectrum of Middle-Income Countries. A clear sign of this trend, the recent High Level Forum on Aid Effectiveness in Busan and its outcome document “Global Partnership for Effective Development Cooperation” is perceived as a turning point by many because:

- It was signed by developed and developing nations, including in particular major countries providers of South-South cooperation, as well as civil society and private sector.
- New cooperation modalities have received explicit recognition as equally important to aid, including South-South, tri-angular and other horizontal cooperation platforms focused on knowledge;
- OECD has made clear its intention to open up to and scale up cooperation with the BRICS, including in agreeing on the parameters and coordination mechanisms of the new (post-Busan) development cooperation architecture.

Therefore, the relevance of UNDP and its future, as part of the multilateral landscape, hinges on its ability to work as a credible, trusted and effective partner. **How UNDP positions itself to influence the key actors and leverage itself in the emerging new multilateral development architecture will determine the organization’s future relevance and role<sup>2</sup>.**

**The development assistance landscape in Europe and the CIS is changing too, with several new players emerging in the past few years.** Countries, such as the new EU Member States<sup>3</sup> and Russian Federation that were receiving foreign aid and advice (including from UNDP) just a few years ago now assert themselves as new donors, many institutionalizing their increasing Official Development Assistance (ODA)<sup>4</sup>. Others, like Turkey, are active donors while still benefitting from the support of the international community. Finally, several resource rich middle-income countries (Azerbaijan, Kazakhstan) in the region also have donor ambitions.

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<sup>1</sup> Dasa Silovic, Senior Advisor, BDP/CDG, 2011

<sup>2</sup> Quoted from draft External Relations and Advocacy 2012 Action Plan (ref. EGS-001-12-005)

<sup>3</sup> Slovakia, Hungary, Czech Republic, Poland, Lithuania, Latvia, Bulgaria, Romania, Slovenia, Cyprus, and Croatia [membership expected in 2013]

<sup>4</sup> For example, Russia’s ODA has increased substantially to USD 472m in 2010 from USD 210m in 2007 and USD50m in 2004. According to OECD/DAC, net ODA disbursements in 2010 were as following: Poland: USD377m, Czech Republic: USD227 m, Hungary: USD 114 m, Romania: USD 114 m. Except Bulgaria, all the first wave countries report to DAC their ODA

**Responding to growing demand from other transition and developing countries, the emerging donors make a growing contribution to addressing the region's development challenges.** In the area of democratic governance it is especially sharing the experience of building up the democratic institutions (parliaments, courts, ombudsman, regional and local governments) and their efficient performance; decentralization processes; and the EU accession process. In the area environment this includes developing strategies for sustainable development, energy efficiency, remediation of old ecological burdens after Soviet troops and old industries. The socio-economic agenda comprises mostly privatization issues, monetary policies, as well as fiscal management as well as development of small and medium sized enterprises. Health, especially HIV/AIDS and education are also significant areas of cooperation (training, scholarships, etc.).

**Most of these new players share several common features:**

- First, the new donors in the region mostly have very limited financial resources, both to support the institutional capacity for ODA (e.g. creation of an ODA Agency) and in terms of funding for assistance. Moreover, for the New EU Member States, a significant portion of their ODA budget is currently channelled to the EU foreign assistance budget.
- Second, the new donors often have non-traditional views on development, derived from a distinct set of values but also their recent experience as recipients of aid. Yet, they still lack the voice internationally and can be more visible as a network.
- Third, unlike the traditional donors, the new donors, in addition to financial resources, often have recent experience of institutional transition similar to that faced by the recipient countries. It creates additional value and helps them understand recipient's needs better. An example is in the Western Balkans, where Croatia strives to become the knowledge hub for support to the neighbouring countries in the sub-region, particularly for work related to European integration. The Croatian Government has been contributing to and is enthusiastic about further engaging in cooperation with UNDP on this.

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## **II. ORGANIZATIONAL CONTEXT**

### **CORPORATE VISION AND STRATEGY**

**The changes in the development assistance landscape have clear implications for how the global governance system will adapt including how UNDP will respond, globally and regionally.** Specifically, they will affect how UNDP will do its business, both in terms of its offering of development services and in terms of modalities of partnerships and presence on the ground.

In this context, the new corporate External Relations and Advocacy Framework recognizes that “to position UNDP as a trusted and effective partner of choice, it is essential to deepen interactions with different partner groups”. In particular it suggests that:

- *UNDP must be informed and prepared to contribute to inter-governmental debates, conference processes, negotiations and agenda setting.*
- *As the global development system begins designing the aid and development architecture for the post-2015 period, relationships must be reinforced and nurtured to allow UNDP to strengthen its networks and leadership roles.*
- *UNDP will need to develop a new generation of programmes to deliver targeted and innovative country specific and context specific innovations to position UNDP as a partner of choice beyond the domestic development agenda;*
- *UNDP's work on new partnerships needs to be guided by a few key principles: “thinking locally acting corporately”, “testing the limits”, “challenging existing silos”, “taking calculated risks”, and “optimizing and building on UNDP's asset base”.*

**This vision is also at the core of the “UNDP Agenda for 2012 and Beyond” recently launched by the UNDP Administrator to make UNDP more relevant and more strategically focused in this shifting environment.** Building new strategic relations is a key component of this

change agenda building on progress made since March 2009 when UNDP began to focus on developing new partnerships with an initial set of eight pilot New Strategic Partnership (NSP) countries (China, Brazil, Turkey, Russia, India, South Africa, Saudi Arabia, and Bahrain). A key feature of this change agenda is to rebalance the traditional North-South paradigm, which to date has dominated and significantly influenced UNDP's policies, programmes and operations which has manifested in an overdependence on funding from a limited number of traditional donors.

**To make this agenda operational, in September 2011 the UNDP Executive Group approved the strategy of engagement with New Strategic Partnerships countries.** This strategy recognizes will contribute to three main outcomes:

- *Position UNDP as a development leader in the global multilateral environment through strategic engagements with emerging global powers;*
- *Enhance South-South Cooperation and cooperation with emerging powers to accelerate progress on the MDGs and other internationally agreed development goals<sup>5</sup>;*
- *Broadening substantive participation and dialogue with these countries in UNDP's Executive Board and other policy fora.*

In addition, in line with the goal to position UNDP for developing a new generation of programmes/initiatives, it identifies the following relevant interventions for positioning UNDP<sup>6</sup>:

- *Offering cost-effective South-South, triangular and other horizontal cooperation platforms leveraging UNDP's global presence;*
- *Investing in building the capacity of ODA bodies which is an area where UNDP has a proven track record of achievement;*
- *Establishing country based development policy advisory support units for member countries in the G20 as well as other groupings (BRICS, IBSA, BASIC etc.) to provide relevant high-level advisory services in relation to formulating positions on various development issues;*
- *Offering global visibility platforms in connection with UNDP's areas of focus and operations.*

## **RBEC EFFORTS**

**RBEC is already realizing the corporate vision at two levels. On the one hand, it has, since 2009 been actively supporting New Strategic Partnerships agenda with Turkey and Russia.**

**With Russia,** UNDP entered a new stage of cooperation on 1 January 2011, with the closure of the UNDP Country Office in Moscow. Today UNDP considers Russia as a new strategic partner, similar to other BRICS, and a potentially important donor of development assistance. But more can and should be done to elevate this partnership to a strategic level. On the one hand, Russia is an increasingly important source of ODA. Russia adopted a concept of ODA in 2007, and since then has clearly defined its ODA priorities in the area of health and food security under the G8 commitments, and has consistently increased its cooperation with the World Bank. On the other hand, Russia's contribution to UNDP's core resources has recently remained at a stable level of \$1.1 million a year, less than a third of China's and a fourth of India's contribution.

In 2010-11, the content and the format of the new partnership has begun to take shape. First, UNDP has for the first time received funding from Russia for its programmes on the ground: in Kyrgyzstan (2010, \$1 mil as part of a \$ 5 million post-conflict reconstruction grant to UN in Kyrgyzstan); and in Belarus (2010, \$245,000 WTO accession preparations grant to UNDP Belarus). Second, we have started to engage on discussing global policy issues, including Russia's agenda for BRICS cooperation; Russia's leadership on MDG6, etc. Finally, UNDP and Russia have started discussing a longer term prospect of concluding a framework partnership agreement and potential in Russia increasing its contribution to UNDP core resources. All the above areas will be explored and supported as part of this Regional Project.

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<sup>5</sup> Most recently, UNDP's Special Unit for South-South Cooperation has also launched a regionalization strategy which among other things foresees creating dedicated support capacity in each region.

<sup>6</sup> Quoted from draft External Relations and Advocacy 2012 Action Plan (ref. EGS-001-12-005)

**With Turkey**, UNDP is cooperating at the regional and global level, based on the Partnership Framework Agreement (PFA) signed in March 2011. The following areas of cooperation are articulated in the PFA: 1) Engagement in multilateral platforms on issues of regional/global significance; 2) Achievement of the MDGs, Disaster Risk Reduction and support to LDCs; 3) Private Sector engagement; 4) South-South, triangular and other forms of cooperation.

Since March 2011, through consultations in Ankara and New York, UNDP and Turkey have agreed on several concrete initiatives in each of these areas, including preparations for the Rio+20 summit; assistance to LDCs; and on private sector engagement. New potential areas include assistance to Somalia, women's empowerment, disaster risk reduction; ODA assistance and triangular cooperation; all these are areas which Turkey has specifically identified as priorities and which also strongly align with UNDP's priorities. The launch of the Istanbul International Centre for Private Sector in Development (IICPSD) in May 2011 represents one of the first concrete results. This Regional Project seeks to support the implementation of the above and other areas of the strategic partnership with Turkey.

**On the other hand, it has been undertaking efforts around support to Emerging Donors and the East-East cooperation. Specifically:**

**The Emerging Donors Initiative (EDI)** has been providing capacity development support for emerging donors in development cooperation in RBEC since late 1990s helping them develop the necessary policy tools and institutional capacities to effectively deliver their ODA. The most successful cases include our partnerships with Czech Republic, Slovakia, Romania and Hungary. Croatia has also been assisted in adopting appropriate legislation and the Government has requested UNDP support in building its development cooperation.

EDI is also supporting the actual management and delivery of ODA: in the cases Czech Republic, Slovakia, Hungary through a Trust Fund managed by the Bratislava Regional Centre (BRC); in the case of Romania – through a project implementation unit within the UNDP CO. The established Trust Funds have played a dual role. They have been both the transparent ODA delivery mechanisms as well as additional tools for enhancement of national ODA capacities in a fully non-core environment, e.g. in programming, monitoring and evaluation, project cycle management trainings, on the job trainings, secondments, development education, ODA awareness raising or in supporting NGDO national platforms as a coordinating bodies of the non-governmental sector.

The key lessons learnt as a result of EDI include:

- The key to success have been long-term cooperation and strategic partnership with the new donor governments, stemming from targeted efforts to support national capacities for ODA.
- Resource mobilization has never been an end in itself, but rather a way to solve development cooperation challenges of new donors in Europe as well as the test of our relevance.
- At the same time, at the early stages, the role as UNDP was limited to mostly administrative functions, and the knowledge / east-east components were either lacking or symbolic. Hence, the importance of emphasizing knowledge partnerships as a component of ODA work
- With the exception of Romania, we have not managed to start the work on ODA while the CO was still there, hence our in-country capacity in most cases was limited. Hence, in Croatia the effort is being made to have a proactive approach to engage on ODA issues while the CO is still present.
- With the exception of Poland, we have focused on partnerships with the Ministries of Foreign Affairs, which while being the key actors, did not represent the full spectrum of the national ODA system. Hence, the importance of engaging with sectoral ministries in addition to MFA.

With due regard to these lessons learnt, EDI will become a foundation of this Regional Project.

**East-East and Triangular Cooperation** has been supported in RBEC since 2004 as part of EDI, and through efforts of individual country and project offices, most notably:

- *In Slovakia* (the Public Finance Management Programme): we have used the assistance package from the Slovak Ministry of Finance to establish the Public Finance Management

Programme that has benefitted, through direct ministry-to-ministry knowledge exchanges and twinning, several countries, including Serbia, Montenegro and Moldova.

- *In Poland* where the Project Office is realizing a ‘knowledge in – knowledge out’ approach. ‘Knowledge in’ refers to projects implemented in Poland that benefit from UNDP global knowledge networks and tap experience gained from similar interventions in other countries. (Projects in Poland also supply the resources that sustain the operations of the Office.) ‘Knowledge – out’ refers to the transfer of knowledge generated from projects in Poland to recipient countries in the region and beyond. ‘Knowledge out’ is also enriched by Poland’s broader transition experience. The two flows – ‘in’ and ‘out’ – reinforce one another. Today, recipients of this knowledge include Georgia, Kyrgyzstan, Ukraine, Iraq and India.
- *In Romania*, where the Country Office had hoped to create an “*innovative, multi-actor knowledge and an international network for contributions by Romania to internationally-agreed development goals, drawing on the transition and development experience of the country*”<sup>7</sup> it seems that it might be difficult to (1) communicate to partners what we mean by this; (2) to actually create and maintain such networks in the absence of a network external to us to plug into institutionally, e.g. a regional platform; and finally (3) to measure whether we are delivering on creating a such network.
- *In Croatia* which is also being eyed as a hub for EU-related knowledge sharing with neighbouring countries in the Western Balkans. The Project will study this experience, build on it and will aim to scale up and systematize it.

To support, systematize and scale up this work, RBEC has created a new position of New Development Partnerships Coordinator, matrixed between RBEC and BERA. This new function will be the backbone of the implementation no the project working in close collaboration with the exiting EDI team; and a network of UNDP project offices (cells) in Croatia, Lithuania, Poland, Romania, Russia; with Turkey CO and IICPSD; RBEC COs who engage in east-east cooperation; as well as a wide range of partners in the region. The internal discussions at management level in RBEC in March 2012, have established several principles, being refined as of May 2012, of engagement in new partnerships. These principles focus on development benefit of new partnerships, their financial sustainability and importance of triangulation, as well as of demand-driven work.

## EXPERIENCES OF OTHER BUREAUS

Recognizing the wealth of experience accumulated in UNDP on issues of ODA support, south-south cooperation and innovative partnerships, the project will rely on the experience of and will be actively in touch with the following UNDP units.

### Other Regional Bureaus:

- **RBLAC** with regard to its experience of managing a region-wide network of academic institutions centered around Human Development, as well as with regard to the role of Brazil as NSP country and member of the BRICS;
- **RBA** with regard to South Africa’s experience and needs as emerging donor and member of the BRICS;
- **RBAP** with regard to the NSPs with China and India, as well as the valuable experience accumulated in the Solutions Exchange initiative.

### Special Unit for South-South Cooperation

The SSCU is the corporate go-to unit for innovative horizontal partnerships that has an established network of contacts in developing countries, as well as a wide-ranging portfolio of projects. The Unit has also prioritized scaling up knowledge-sharing activities, including measures to broaden knowledge sources, improve brokering functions, strengthen the dissemination of best practices and expand funding options. The project will work in close consultation with SSCU on issues related to east-east and triangular cooperation.

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<sup>7</sup> Quoted from Romania CPD 2010-2012

## **BDP/CDG**

This Regional Project will rely on the BDP/CDG guidance, resources and knowledge, in particular in dealing with ODA issues, as well as actively contribute to the global Aid Effectiveness Community of Practice. In particular the project will continue to cooperate with the Global Project on Capacity Development for Aid Effectiveness and participate in the respective community of practice.

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## **III. STRATEGY**

**In this context, UNDP is revising its Emerging Donor Initiative, to transform it into a broader regional project *New Partnerships in Development Cooperation*.**

This broader regional project will provide a basis for the region specific engagement with new strategic partners, co-led by RBEC and BERA. It will thus represent a corporate experiment in three regards: a) as a cross-bureau engagement of BERA and a regional bureau; b) as dedicated regional support to managing new partnerships; and c) as a testing ground for a new generation of south-south cooperation, in the spirit of the Busan HLF. It is envisaged that based on the results of the regional projects, BERA will consider replicating similar arrangements in other regions.

Capacity wise, the regional project will build on the Emerging Donors Initiative in BRC as well as the resources, the knowledge and the staff of the UNDP offices in several new partner countries (Croatia, Poland, Romania, Russia, Turkey), as well as global capacities outlined above (of BERA, BDP/CDG, SSCU, UNDP global centers, other Regional Bureaus, etc.).

Approach wise, the project will treat partnerships as a tool helping solve complex problems (not just mobilize resources). The specific new feature of this approach is that the project will seek to create networks of partners, around specific issues, as a deliberate means to foster development cooperation, and to manage its highly complex nature. Such network partnerships will focus on knowledge, and will position UNDP as a substantive partner of choice in the area of development. Such positioning is crucial for ensuring quality of our support to programme countries and for long-term prospects of our funding base.

Functionally, the project will broaden the scope of the EDI (which was mostly focused on advisory and management functions) and will be a framework for providing several inter-related groups of services:

1. Coordination: the project will help “connecting the dots”
  - On New Strategic Partnerships: between BERA, RBEC, COs
  - On East-East and triangular cooperation: between ongoing initiatives and new ones
  - On relevant issues in the Agenda for Organizational Change: between various discussions on legal/operational models of presence in MICs and graduating countries
2. Advisory services: the project will be a source of expertise on ODA and triangulation (both in terms of vision/positioning and in terms of management of ODA), and will serve as a regional umbrella for capacity building support to ODA of several partner countries.
3. Partnership building: the project will also support the Regional Bureau, the individual practices and, most importantly, the Country Offices in helping understand and reach out to new partners, including emerging donors, but also the private sector, private foundations and relevant networks of non-state players.

## **GOALS**

**The project that will contribute to achieving the following regional and corporate goals:**

- *UNDP’s Medium-Term Strategic Priority: A substantially redesigned organisational model for UNDP operational and delivering measurable gains in performance on stronger collaboration with existing partners and a step change in partnerships with the Global South, the private sector and civil society.*
- *RBEC Regional Programme 2011 - 2013 OUTCOME 7: By 2013, Governments in the region, including countries building a new partnership after graduating from UNDP programmes,*

*expand their capacities to manage development cooperation and mutual coordination of development activities more effectively, as well as have better access to relevant experience and expertise.*

- *RBEC Annual Business Plan 2012 Priority 11: Advancing UNDP's MIC Agenda by developing new and innovative partnership modalities tailored to MICs, including in their role as donors and east-east cooperation partners*

## **FUNDING MODEL**

**The project will rely on UNDP seed funding** and continuous support to the management and implementation of the delivery mechanisms as well as to the establishment and coordination of the knowledge networks and other project activities. Specifically, it will use regional TRAC funding and the funding allocated by RBEC for the implementation of the regional Agenda for Change (component 5 *East-East Cooperation for Transformational Change*).

**In addition, the project plans to mobilize resources from several “new donors”**, specifically from Russia (as part of its voluntary contribution); Turkey (as part of the PFA implementation); and Romania (in case the project takes on the role of facilitation of Romanian ODA after the eventual closure of Romania CO).

In the longer run, in 2014-2015 the project will aim to achieve a sustainable funding model whereby the bulk of the regional knowledge partnerships as well as facilitation of the east-east and triangular cooperation activities are funded by a range of new and traditional donors, subject to the extent of their involvement in the project activities.

## **BENEFICIARIES AND PARTNERS**

The project is envisaged as an open, partnership-focused, networked system. Nonetheless, it is possible to define the following **direct external beneficiaries**, who will also be important partners for the project:

1. *Governments of new partner countries:*
  - In Russia: Ministry of Foreign Affairs and Ministry of Economic Development as two key partners. Also: Ministry of Finance, Rossotrudnichestvo, and the future Russian Agency for International Development (RAMR).
  - In Turkey: Ministry of Development; Ministry of Foreign Affairs; TIKA.
  - In Kazakhstan: Ministry of Foreign Affairs;
  - In Czech Republic, Slovakia, Hungary, Romania and Croatia: Ministries of Foreign Affairs as well as relevant sectoral ministries;
2. *UNDP programme countries in Eastern Europe and CIS:* specifically those that are a priority of the ODA of Russia, Turkey and the new EU Member States (Armenia, Belarus, Bosnia and Herzegovina, Georgia, Kyrgyzstan, Montenegro, Serbia, Tajikistan, Uzbekistan and others)
3. *Non-state actors (NGOs, academia, etc.) in all the above countries* – as potential members of the east-east cooperation network.

The project should also generate value for **internal beneficiaries**, primarily UNDP offices in the above countries; as well as BRC Practices and UNDP HQ (BERA and RBEC). This is why as one of its main goals the project will specifically support the RBEC COs in:

- their efforts to partner with new donors and players through coordination support and information sharing, as well as targeted outreach to partners;
- establishing innovative partnering modalities, such as triangular cooperation;
- supporting capacity of CO staff in partner engagement and communications.



## **PARTNERSHIP STRATEGY**

In addition, the project will rely on pro-active engagement with the following partners and stakeholders:

- Academic and research institutions as key hubs in the new knowledge partnerships;
- Private sector as a source of expertise and financing through innovative partnering models, including facilitated by IICPSD;
- Private foundations active in Eastern Europe and the CIS – as dialogue partners and possible sources of funding;
- The World Bank Institute, which is currently rolling out a New Development Partnerships Initiative that is similar in focus to this project;
- The European Commission, both in terms of policy dialogue and in terms of co-funding of the ODA awareness raising component;
- Traditional bi-lateral donors, as sources of expertise and experience as well as partners in triangular projects and global policy initiatives.

## **OUTPUTS**

In accordance with these corporate and regional goals and in line with UNDP External Relations and Advocacy Framework adopted by the Executive Group, the project will contribute to achievement of three main outputs:

### **1. Support UNDP's New Strategic Partnerships with Russia and Turkey**

#### **1.1. Russia**

Russia is one of the eight priority NSP Countries. Being a dedicated tool for this NSP, the project will provide coordination and partnership building support to RBEC HQ, BRC, COs as well as BERA, in close collaboration with the Moscow Project Office, with the following specific activities:

##### **1.1.1. Support partnership with Russia in multilateral fora**

Engaging with Russia as an active player in the multilateral fora, in particular BRICS / G20 /G8 / APEC, etc. is a way to position UNDP as a useful and relevant partner, build a track record of substantive cooperation on global issues and thus create a foundation for a more strategic partnership. This is in line with the corporate strategy to *“position UNDP as a development leader in the global multilateral environment through strategic engagements with emerging global powers”*. Specifically, it will create opportunities and entry points to advocate for sustainable development agenda, by partnering with an influential emerging power, particularly given that Russia is chairing APEC in 2012, G20 in 2013, G8 and BRICS in 2014.

##### **a) BRICS**

The project's support to engagement with Russia as member of the BRICS grouping, will represent a next step in the partnership that started after the 2011 St. Petersburg Economic Forum and has resulted in a issues paper (October 2011) and a successful international expert seminar that looked at issues of sustainable development and innovation (November 2011) –. The main Russian counterparts include: the Russian Ministries of Economic Development (MED) and Foreign Affairs (MFA), as well as Russian Foreign Trade Academy, Moscow State Institute of International Relations (MGIMO), Moscow State University (MSU) and Higher School of Economics (HSE). Within UNDP, this is a cross-bureau effort of RBEC (BRC, HQ and Moscow Project Office), RBAP, RBA and RLAC, as well as HQ units (BERA and BDP).

The engagement will proceed on two “tracks” – policy and project; should involve several key partners in the BRICS countries; and should culminate in several publications and events. On the *policy track* the key goal is to develop an innovative policy formula that would support Russia's continuous global positioning on sustainable development: for the BRICS summits, in Rio+20 summit and post Rio work on the Sustainable Development Goals. On the *project track* the key goal is to test approaches linking to sustainable development and to build lasting networks of experts and practitioners across BRICS countries.

### **b) G8/G20**

The project will support corporate planning and engagement around Russia's upcoming chairmanships in G20 and G8, and, jointly with the respective Practices and the Moscow office, will explore areas in which it can collaborate with Russia's government and academic institutions on issues related to the development agenda of G8/G20. This may include, joint research on sustainable development as part of the G8/G20 agenda; a review of Russia's G8/G20 commitments to date, and their link to Russia's ODA, in particular linkages to the UN agenda and opportunities for Russian funding to the UN stemming out of G8/G20).

### **c) Regional organizations**

**APEC:** the project will support targeted corporate engagement with Russia as 2012 APEC Chair. Such engagement recognizes the unique opportunity that Russia's chairmanship provides for fostering regional dialogue on key development issues<sup>8</sup>. UNDP, along with other international partners, could contribute to already planned research activities and events or serve as a co-organizer of new activities. Specifically, such contribution could take shape of: joint research leading to a joint event at the Senior Officials Meeting in Kazan (May 2012) and joint publication in time for APEC Summit in Vladivostok (Sep 2012), as well as other specific thematic involvement in APEC events. Thematically, the following areas have the most potential:

- Social and gender policy, with focus on women's role in the economy;
- Green economy and sustainable development.

**Organizations in the Eurasian space:** the project will explore scope for engaging with Russia as an active member of the EURASEC, the Eurasian Economic Commission and the Eurasian Development Bank as well as other relevant regional and cross-regional thematic programmes supported by UNDP (e.g. the Greater Tumen River Initiative).

#### **1.1.2. Work with Russia as donor**

Russia is an increasingly important re-emerging donor, with 2010 ODA amounting to \$472 million. In the medium term, the project will aim to facilitate conclusion of a Framework Partnership Agreement with Russia, and possible increase in Russia's voluntary contribution to UNDP. In the short term, it will help create a foundation for a strategic relationship with Russia as a donor via:

#### **a) Project cooperation: country, regional and thematic**

The project will test the scope and modalities of partnership by facilitating, in close cooperation with the respective COs and Practices, funding opportunities for UNDP's projects and programmes, in Russia's priority countries and sectors (at country and regional level).

Geographically, Kyrgyzstan, Tajikistan, Uzbekistan, Belarus, Armenia as well as Serbia and Montenegro are a priority, as preliminary research and discussions with the Ministries of Foreign Affairs and Economic Development show. The project will build on the first successful case of partnering with Russia in Kyrgyzstan and Belarus, and will support the respective COs in formulating new proposals, outreach to the Russian embassies, establishing Russia-focused partnerships with other UN agencies (e.g. UNIDO and UNODC), etc.

Thematically, we are at an early stage of defining priorities, but the following areas seem to have emerged as bearing the biggest potential: a) *emergency preparedness* (based on strong capacity and international profile of EMERCOM); b) *climate change adaptation* (based on Russia's positioning in this field, e.g. international conference in Moscow in November 2011); c) *human development education and research* (based on strong cooperation with MFA on NHDRs, as well as their interest in supporting HD education and possibly a Central Asian HDR); d) *trade and regional cooperation* (in the context of the Customs Union and the Eurasian Economic Space).

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<sup>8</sup> Russia has formulated four priorities for its chairmanship: I. Trade and investment liberalization, regional economic integration; II. Strengthening food security; III. Establishing reliable supply chains; IV. Intensive cooperation to foster innovative growth.

### ***b) Support to Russia as ODA provider***

With Russia expected to institutionalize its international development efforts in 2012-2013, UNDP will be working to support the respective institutions in its early days, in cooperation with MFA, MED and Ministry of Finance, as well as several academic institutions working on ODA issues. While there is a lot of experience and capacity accumulated during the past years there is scope for capacity support and possibly joint implementation (e.g. through triangular cooperation in Central Asia), and very importantly – in supporting Russia with donor visibility, using UNDP’s global exposure. Finally, will support UNDP COs in RBEC in establishing the respective relationships with Russia’s presence on the ground and in facilitating field missions of the respective Russian officials to learn about and monitor the assistance.

As a basis, the project will use UNDP’s similar experience in other countries, and the lessons learnt from UNDP Russia CO’s earlier capacity development project with Rossotrudnichestvo (2008-2010), with MFA on RUSAID (2004-2007) and the experience of RAMSIR, the early 1990s prototype of a national aid agency.

In addition, the project will explore opportunities and modalities of reaching out to the Russian-speaking expert community, with a view to involve it into development cooperation work more broadly, and in UNDP thinking and programmatic work in particular. This will be done jointly with the Moscow Project Office, BRC Practices and KM and Communications Team, and in partnership with several Russian institutions, such as MGIMO, MSU, HSE, Eurasia Heritage Foundation, etc.

## **1.2. Turkey**

The project will support the implementation Action Plan of the Framework Partnership Agreement,. Accordingly, the main activities will include:

### **1.2.1. Support partnership with Turkey in multilateral fora**

The project will be supporting HQ and CO activities to follow up to the Rio+20 Summit, on LDCs, on MICs, etc.

### **1.2.2. Work with Turkey as global partner and donor**

#### ***a) Thematic and country partnerships***

The project will provide advisory and coordination support to the implementation of the Action Plan component “*Achievement of the MDGs, Disaster Risk Reduction and support to LDCs*” that among other areas focuses on:

- Assistance to the Least Developed Countries (LDCs)
- Emergency Assistance to Somalia
- Women empowerment and gender sensitive policymaking
- Disaster risk reduction

The exact content of this work will be defined after the respective discussions with the Turkish government and other stakeholders.

In addition, the project will facilitate information sharing about Turkey’s donor profile with UNDP COs in RBEC countries that are priorities for Turkey’s assistance (Central Asia as well as Western Balkans). It will seek to facilitate the respective contacts between UNDP and TIKA (and other related donors, e.g. under the Organization of Islamic Cooperation umbrella).

#### ***b) Private Sector engagement***

The project will support the partnership related aspects of the work of the newly established Istanbul International Center for Private Sector in Development (IICPSD). In particular it will support creating new partnership initiatives, such as a Carbon Finance Facility mechanism, and the triangulation opportunities with traditional and non-traditional donors, as well as the Center’s efforts to an international learning and knowledge sharing medium, which benefited academia, other UN agencies, and countries in the Balkans, CIS and Arab States building on the concepts of south-south cooperation.

### **c) Sharing experiences with emerging donors**

The project will support sharing of Turkey's recent ODA management experience with Romania, Kazakhstan, Azerbaijan and other interested emerging donor countries. This can include study tours, as well as joint implementation of concrete projects on the ground (triangular cooperation) similar to TIKA's recent joint work with SIDA in Tajikistan. The ongoing cooperation between TIKA and UNDP Turkey on South-South cooperation and aid effectiveness provides an effective platform for this support.

## **2. Promote east-east and triangular cooperation**

While Output 1 is specifically targeting two partner countries, Output 2 will have a broader scope and is more internally focused. This output of the project will assess feasibility and test in practice *whether UNDP BRC can become a go-to facilitator of complex horizontal partnerships focused on knowledge and taking the form of east-east and triangular cooperation initiatives*. The answer to this question is not known in advance, as both the business model itself, as well as demand and UNDP capacity need to be ascertained. However in any case the project will generate added value along three tracks:

1. By directly contributing to Goal 2 of the Regional Agenda for Organizational Change: *Advancing UNDP's MIC Agenda: Systematic Regionally-Centered Country Operations and MIC-Adequate Service Modalities (it is envisaged that this output is funded from RBEC XB / Regional AOC budget);*
2. By increasing capacity of BRC Practices and RBEC COs to engage in east-east and triangular cooperation initiatives, whether or not a more systematic facilitation mechanism emerges;
3. By facilitating (while testing the overall approach) several concrete east-east and triangular cooperation projects.

The output consists of three inter-related activities: assessment of scope and potential; providing support to country-specific initiatives; promoting regional east-east initiatives.

### **2.1. Assess potential for east-east and triangular cooperation in the region**

#### **2.1.1. Initial mapping and analysis**

As an initial step, the project will develop a clear understanding (inventory) of the activities, priorities and capacities of the region's "graduated" and other countries without CO that engage in east-east and triangular cooperation. In addition, it will also map key regional state and non-state actors involved in horizontal knowledge partnerships more broadly. Finally, it will offer analysis to answer the following questions (exact terms of reference for such analysis are TBC):

- Where do knowledge partnerships belong in our COs' vision for 2012 and beyond?
- How can we make the East-East / knowledge partnerships network a useful "add-on" or "plug-in" for COs: what are some of the "connectors"?
- What actual role UNDP plays as provider of "network services": is there added value beyond logistics? Do our Practices have capacity for this?
- Would we like to tie our East-East network to the "new donors" or we see it as a much broader strategy of reaching out to academia, business, NGOs, etc?

#### **2.1.2. Stakeholder consultation**

In parallel to the inventory, mapping and analysis, the project will support a series of regional consultations, with the aim to establish a realistic and shared assessment of potential for east-east and triangular cooperation in the region, and clarify UNDP's role and added value. Eventually, the stakeholder consultation process should lead either to programme development and resource mobilization, or to a conclusion that this line of activities is not worth pursuing. The preliminary outline of consultations with internal and external stakeholders is below:

<b>Internal stakeholders</b>	<b>Tentative timeframe</b>
Internal briefings in RBEC and BERA	March – May 2012
Workshop of RBEC “partnership-focused” offices	June 2012
Presentation of approach to RBEC/BERA mgmt	Fall 2012
<b>External stakeholders</b>	
Initial consultations with governments (on-going)	Spring 2012
Initial consultation with a group of universities	March 2012
Consultations with potential implementing partners (WBI, etc.)	May-June 2012
Eastern Partnerships Countries meeting in Poland - tbc	Summer 2012
Regional event with governments (East-East Forum?)	Fall 2012
Presentation at the global South-South Expo	December 2012
Presentations in New York, Washington, Moscow, Brussels, etc.	Fall 2012 - Winter 2013
Inauguration of the new initiative	Fall 2013

### 2.1.3. Programme development and resource mobilization

While the scope, feasibility and focus of any regionally based function to support east-east and triangular cooperation, will be determined only after the assessments, the stakeholder consultations and real-life testing have been done, as of now, RBEC and BERA have tentatively formulated the key elements of this function as follows<sup>9</sup>:

#### **Championing the brokering of development cooperation solutions**

- *Champion the codification and sharing of development experiences of countries without COs.*
- *Establish and manage innovative partnerships for participation, and bring on board network partners.*
- *Devise and implement innovative solutions (in consultations with key stakeholders) for operationalizing the network, such as an online supply-demand platforms; functional rosters of government experts and government staff exchanges, volunteerism, involvement of civil society, etc.*

#### **Managing the horizontal relationship within the network:**

- *Broker supply and demand between programme countries in need of programming support (receiving partners); new development cooperation players interested in supporting programmes (offering partners), and UNDP. Identify and support offering partners who want to support programmes as part of their development cooperation agenda.*
- *Monitor existing UNDP pipeline to identify opportunities that need support and help develop them further as needed.*

Once the realistic parameters of such regionally based network function are defined, this initial TOR will be transformed into a programmatic framework, and a corresponding proposal for funding by the interested partners.

## 2.2. Provide support to country-specific east-east and triangular cooperation

The project will provide demand-driven support to new east-east and triangular cooperation initiatives, offering the following advisory and facilitation services to UNDP offices:

- *Knowledge packaging:* support UNDP offices in EU NMS and other “supply side” countries (and their partner public institutions, civil society and academia) in identifying, generating and codifying relevant development experience for “export” to other developing countries;
- *Knowledge brokering:* identify and respond to the demand for the transfer of transitional experiences that exists in UNDP’s programme countries, by connecting UNDP COs to the “providers” of knowledge, such as the EU New Member states and other countries.
- *Knowledge networking:* coordinate efforts of similar East-East programmes of different countries, to increase effectiveness of using funds and forge synergetic network effect.

The project will also support the existing east-east and triangulation initiatives, in Slovakia, Czech Republic, Romania, Croatia and Poland, helping develop, systematize and scale them up, as well as address some of the bottlenecks identified in the process of their implementation, specifically:

<sup>9</sup> Source: terms of reference of the New Development Partnerships Coordinator, May 2011

- *Facilitating clear internal communications* within UNDP about the value, the mechanism and the risks of the east-east and triangular cooperation model;
- *Supporting the offices in systematizing their approach*, including through a set of standardized legal and administrative instruments, cost-recovery models, TORs, etc.
- *Creating a system of measuring the results and impact* of east-east and triangular cooperation, and coming up with creative solutions (including through social media and real simple reporting) to communicate about them to our key stakeholders.
- *Supporting inclusion of NGOs* and other non-state partners as equal partners in the east-east and triangular cooperation, including by engaging with regional NGO networks.

### 2.3. Promote east-east cooperation through regional knowledge partnerships

In addition to supporting country-specific cooperation, the project will serve as a framework for launching several regional knowledge partnerships that will eventually be “owned” by several UNDP COs and / or Practices, and would contribute to east-east cooperation. For the purpose of this project, we use the following definition of knowledge partnerships:

*Knowledge partnerships are associations and networks of individuals or organizations that share a purpose or goal and whose members contribute knowledge, experience, resources, and connections, and participate in two-way communications. They thrive when there is a strategic, structural, and cultural fit, and when members embrace a collaborative process, behave as a coherent entity, and engage in joint decision making and action<sup>10</sup>.*

Based on preliminary exploration and discussions, there are several potential themes for such knowledge partnerships at the regional (or sub-regional) level that could have an important transformational impact over the medium-term (3-5 years), and contribute to achievement of one of UNDP’s medium-term priorities. They are summarized in the table below. However, the definition of exact themes and scope of these partnerships is still ahead, and will require several rounds of consultations involving UNDP COs, HQ and BRC Practices.

<i>Name</i>	<i>Countries potentially involved</i>	<i>Short description</i>	<i>Link to UNDP medium-term priorities</i>
<b><i>Sustainable human development of hydrocarbon exporting countries</i></b>	Azerbaijan, Russia, Kazakhstan, Turkmenistan, potentially Norway, Persian Gulf Countries, etc.	An initiative to support exchange of experiences of hydrocarbon exporting countries in addressing the “resource curse” risks and tackle development issues sustainably, taking advantage of the export revenues windfall	<i>MTP3. Green, low-emission and climate resilient national.. development strategies.. that push forward on low carbon growth paths.. and secure sustainable management of natural resources</i>
<b><i>Central Europe to North Africa: sharing of transitional experiences</i></b>	Poland, Slovakia, Hungary, Romania, Czech Republic and Egypt, Tunisia, Lybia	An initiative to help match the growing demand of the “Arab Spring” counties for practical, and recent, experience of democratic transitions with concrete offering of such experience in Central Europe	<i>MTP4. An integrated strategy for stabilisation and recovery – combining access to rule of law, justice, security and sustainable livelihoods..</i>
<b><i>Partnership for Earthquake Preparedness in Central Asia</i></b>	Central Asian countries, Russia, China, US, Turkey, Armenia	An initiative to help scale up, on a neutral platform, the analytical, public awareness and capacity development efforts so countries in Central Asia can prepare better for a highly likely and potentially devastating major earthquake, despite political complexity.	<i>MTP 2. Comprehensive disaster risk reduction and post-disaster recovery frameworks as well as accompanying institutional mechanisms developed and operational.</i>

<sup>10</sup> Source: ADB. 2010. *Designing Knowledge Partnerships Better*. Manila. Available: [www.adb.org/documents/presentations/knowledge-management-and-learning/designing-knowledge-partnerships-better.pdf](http://www.adb.org/documents/presentations/knowledge-management-and-learning/designing-knowledge-partnerships-better.pdf)

### **3. Support innovative models and delivery mechanisms in ODA, including capacity building and awareness raising**

#### **3.1. Facilitate ODA delivery mechanisms and provide on-demand capacity building support to emerging donors in RBEC**

Since the current strategy proved to be quite successful in terms of resource mobilization, programme delivery and UNDP's strong facilitating role in national capacity building and donor coordination, it is foreseen that a similar approach will be used in the forthcoming years as well. Therefore, this project component will focus on:

- Developing capacities and promoting innovative models in development cooperation and assistance. This may take the form of policy advice, staff training, public awareness raising about development and development cooperation.
- Establishment, adaptation and transfer of delivery mechanisms for development cooperation including trust funds, cost-sharing arrangements, and promotion of innovative forms of cooperation.
- Providing a coordination and management framework for the ongoing activities stemming from the previous Emerging Donors Initiative. This will include implementation, management and oversight of the Czech, Hungarian and Slovak Trust Funds as well as the of the Kapuscinski lectures series.

Specifically in Kazakhstan, the project, pending government decision, will provide conceptualization and capacity building support to the future KAZAID

#### **3.2. Support a new partnership with Romania focused on ODA managed by BRC)**

This project component will be based on Romanian funding, and will be managed by BRC with an outpost team in Bucharest. Its main goal will be to support Romania in becoming an effective, innovative and increasingly influential actor for development cooperation so it can achieve sustainable, scalable development impact in the countries that are a priority of Romanian ODA. In the short term, it will support the formulation and implementation of Romania's new ODA strategy (expected to be adopted by mid-2012) and will serve as a "capacity lift" for the MFA. In the medium term, it should ensure a smooth transition from capacity support to a full-fledged partnership between Romania and UNDP.

Specifically the project component will have three objectives: (1) strengthen the long term vision and policy coherence of Romania's international development cooperation; (2) consolidate national instruments for ODA management, delivery, monitoring and reporting; and (3) develop a flexible demand-driven system of east-east cooperation to share Romania's transition experience.

The details of this project component will be spelled out in an annex to this Project Document to be agreed between UNDP and the Romanian Ministry of Foreign Affairs.

#### **3.3. Kapuscinski lectures series (funded by EC)**

UNDP Bratislava Regional Centre, the European Commission and partner universities have been organising the „Kapuscinski development lectures” since 2009. During the first two rounds, 32 lectures were organised gathering over 6000 participants, students, policy-makers, NGOs, media. The lectures aim at raising public awareness on development in the member countries of the European Union. Since 2009 the lectures, organised at the most prestigious universities in EU, were delivered by Crown Prince Haakon of Norway (UNDP Goodwill Ambassador), Paul Collier (Oxford University), Jerzy Buzek (President of the European Parliament), Kemal Dervis (vice-president of Brookings Institution, former head of UNDP), Jan Vandemoortele (former UNDP director, co-author of MDGs), Jan Pronk (former Dutch development minister), François

Bourguignon (Director of Paris School of Economics, former World Bank chief economist), Andris Piebalgs (European Commissioner for Development) among others. The series is named for Ryszard Kapuscinski, a Polish reporter and writer who covered developing countries. This initiative is funded by the European Commission. The project is considered by the European Commission as an important element of the communications strategy and a forum for debating development policy of DG DEVCO (Directorate for Development and Cooperation).

The third round of the Kapuscinski development lectures is organized in December 2011 – June 2012. This round includes 8 lectures organized in: Austria, Finland, Germany, Poland, Luxembourg, Portugal, Slovenia and Romania. The speakers include Rajendra Pachauri, Walter Fust, Crown Prince Haakon of Norway, Paul Collier, Jan Vandemoortele and Ashraf Ghani.



## IV. RESULTS AND RESOURCES FRAMEWORK

**Intended Outcome as stated in the Regional Programme Results and Resource Framework:** *By 2013, governments in the region, including countries building new partnerships after graduating from UNDP programmes, expand their capacities to more effectively manage development cooperation and mutual coordination of development activities, as well as have better access to relevant experience and expertise*

**Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets:** *1. Number of development cooperation partnerships capacity development initiatives with non-OECD/DAC donors facilitated. 2. Number of countries supported with knowledge sharing initiatives.*

**Applicable Key Result Area (UNDP Medium-term Priority):** *A substantially redesigned organisational model for UNDP operational and delivering measurable gains in performance on stronger collaboration with existing partners and a step change in partnerships with the Global South, the private sector and civil society.*

**Partnership Strategy:** *UNDP BRC will work closely with the Governments in RBEC region as well as with the COs. New partnerships will be established between UNDP and the key providers of ODA. New development partnerships will be established with other donors, NGOs, IFIs and foundations interested in East – East cooperation.*

**Project title and ID (ATLAS Award ID): (EDI) New Partnerships for Development Cooperation 66348**

INTENDED OUTPUTS	OUTPUT TARGETS FOR 2012-2013	INDICATIVE ACTIVITY RESULTS	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1</b></p> <p><b>Strategic Partnerships (NSP) with Russia and Turkey are strengthened</b></p> <p><b>Baseline:</b></p> <p>1. <i>Russia: Partnership Framework Agreement is not in place. Potential exists for dialogue on substantive global issues. Turkey: Partnership Framework Agreement is signed, its implementation is pending, despite willingness of Turkey to partner.</i></p> <p>2. <i>Limited ODA funding from Russia has been allocated to UNDP projects in Belarus and Kyrgyzstan. Almost no sizeable ODA funding for Turkey is available so far other than for the Istanbul Center.</i></p> <p><b>Indicators:</b></p> <p>1. <i>Number of joint events on global development challenges at ministerial level funded by Russia and Turkey;</i></p> <p>2. <i>Number of UNDP projects funded by Russia and Turkey in accordance with their ODA priorities</i></p>	<p>1.1. <i>At least one high-level event on global development issues in multilateral fora (BRIC, APEC, etc.) is held and co-funded by Russia each year (2012 and 2013)</i></p> <p>1.2. <i>At least one event on the new ODA agenda is organized and funded by Turkey each year</i></p> <p>2. <i>At least one CO project is financed by Russia in Central Asia each year and at least one is financed by Turkey by end of 2013.</i></p>	<p>1. <b><i>UNDP positioned as partner for Russia on global development challenges in key multilateral fora</i></b></p> <p>2. <b><i>Tools developed to support and engage Russia as donor</i></b></p> <p>3. <b><i>Tools developed to support partnership with Turkey as global development partner</i></b></p>	<p><i>New Development Partnerships Coordinator</i></p> <p><i>BERA</i></p> <p><i>RBEC HQ</i></p> <p><i>BRC Practices</i></p> <p><i>Moscow Project Office</i></p> <p><i>IICPSD</i></p> <p><i>Turkey CO</i></p> <p><i>RBEC Country Offices</i></p>	<p><b><i>UNDP funding for two years estimated at \$100,000</i></b></p> <p><i>Substantive inputs from RBEC, BERA, BDP, RBAP, RBA and RBLAC</i></p> <p><i>National and; international consultants.</i></p>

<p><b>Output 2</b></p> <p><b>Transitional experiences are shared, and east-east knowledge partnerships are facilitated including via triangular cooperation</b></p> <p><b>Baseline:</b></p> <ol style="list-style-type: none"> <li>No systematic service line supporting east-east cooperation exists in BRC, and the requisite partnership tools are outdated (e.g. donor matrix)</li> <li>Several east-east knowledge partnerships are being implemented without clear coordination or systematic support role of BRC.</li> </ol> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>New service line on east-east cooperation established in BRC including required tools (e.g. partnership tracker) that responds to demand</li> <li>Number of country east-east and triangular cooperation initiatives supported / facilitated</li> </ol>	<ol style="list-style-type: none"> <li>At least three COs and at least 2 Practices use the new service line on east-east cooperation by end of 2013</li> <li>At least one existing and one new east-east cooperation initiative is facilitated each year (2012 and 2013)</li> </ol>	<ol style="list-style-type: none"> <li><b>Potential for east-east and triangular cooperation in RBEC assessed and systematic tools to support it are developed (Agenda for Organizational Change)</b></li> <li><b>Support provided to the launch of two regional east-east initiatives and on-demand support provided to others</b></li> </ol>	<p>New Development Partnerships Coordinator BERA RBEC HQ Emerging Donors Policy Specialist BRC Practices RBEC Country Offices Poland Project Office</p>	<p><b>UNDP funding for two years estimated at \$60,000</b></p> <p><b>This Output is also one of the RBEC Change Projects</b></p> <p>Substantive inputs from RBEC, BERA, BDP; National and international consultants.</p>
<p><b>Output 3</b></p> <p><b>ODA delivery mechanisms operational, including capacity building and awareness raising</b></p> <p><b>Baseline:</b></p> <ol style="list-style-type: none"> <li>3 TFs operational, with 2011 delivery of \$1,5 million</li> <li>Total value of resources mobilized in 2011 was \$800,000</li> <li>ODA awareness raising ongoing (Kapuscinski lectures 3rd series implemented under former EDI project in 2012) having covered 300 students</li> </ol> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>Number of supported donors</li> <li>Amount of mobilized financial resources Number of participants covered by Kapuscinski Lectures</li> </ol>	<ol style="list-style-type: none"> <li>ODA delivery through UNDP at least 1 million USD each year (2012 and 2013)</li> <li>Resource mobilisation at least 500,000 USD each year</li> <li>At least 250 students are covered with Kapuscinski lectures</li> </ol>	<ol style="list-style-type: none"> <li><b>ODA delivery mechanisms and Trust Funds maintained</b></li> <li><b>Targeted on-demand support is provided to donors in RBEC</b></li> </ol>	<p>Emerging Donors Policy Specialist New Development Partnerships Coordinator BRC Practices Poland Project Office Romania CO Lithuania Project Office RBEC Country Offices</p>	<p><b>UNDP funding for for two years estimated at \$80,000</b></p> <p>Kapuscinski lectures – budget available from EC Euro 149,372for two years Other inputs include: RBEC staff time; national and; international consultants.</p>

## New Partnerships in Development Cooperation Annual Work Plan - Year: 2012

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<b>Output 1</b>	<b>1. UNDP is positioned as partner for Russia on global development challenges in key multilateral fora</b>								
<b>Strategic Partnerships (NSP) with Russia and Turkey are strengthened</b>	<b>1.1. BRICS</b>								
<b>Baseline:</b> 1. <i>Russia: Partnership Framework Agreement is not in place. Potential exists for dialogue on substantive global issues. Turkey: Partnership Framework Agreement is signed, its implementation is pending, despite willingness of Turkey to partner.</i> 2. <i>Limited ODA funding from Russia has been allocated to UNDP projects in Belarus and Kyrgyzstan. Almost no sizeable ODA funding for Turkey is available so far other than for the Istanbul Center.</i>	- BRICS Seminar (No3) on green technology exchange (platforms )			X		BRC/Moscow PO/RFTA	TRAC <i>RF contribution</i>	Local Consultant Travel (intl), Misc.	3,500 <i>tbc</i>
	- BRICS Seminar (No4) on educational cooperation				X	BRC/Moscow PO/MGIMO	TRAC <i>RF contribution</i>	Travel (intl), Intl and Local Consultant,	7,500 <i>tbc</i>
	- <i>Summary paper / project prototyping based on four BRICS Seminars</i>				X	BRC/Moscow PO/RFTA/HSE/MSU	<i>RF contribution</i>	Travel (intl), Local Consultant	<i>tbc</i>
	<b>1.2. Post-Rio</b>								
	- <i>On-line "challenge" (jointly US, UK, Russian think tanks) on sustainable dev agenda of three G8 chairs</i>			X		BRC/ Moscow PO/ BDP/BERA/HSE/MSU	<i>RF contribution</i>	Intl and Local Consultant, web-design cost	<i>tbc</i>
	- Forward looking analysis and discussion of post-Rio (for Russia's 2013 Chairmanship)			X		BRC/ Moscow PO/ BDP/BERA/HSE/MSU	TRAC <i>NHDR project</i>	Local Consultant, Travel (intl), Misc.	2,500 <i>tbc</i>
	- Regional conference on Rio+20 in Moscow (May 2012)		X			BRC/ Moscow PO/ BDP/BERA/HSE/MSU	TRAC	Local Consultant, Travel (local, international), DSA	5,000
	<b>1.3. Regional organizations</b>								
	- APEC: Expert analysis and possible presentation at APEC SOM in Kazan and Gender Forum in St. Pete		X			BRC/Bangkok RSC/ Moscow PO/RFTA	TRAC	Local Consultant, Travel (local, intl)	2,500
	- Eurasian Economic Community: joint event on development issues (tbc)			X	X	BRC/Moscow PO/MSU	TRAC <i>RF contribution</i>	Local Consultant, Travel (local, intl)	2,500 <i>tbc</i>
<b>2. Tools developed to support and engage Russia as donor</b>									
- Event to present UNDP work in Central Asia to Russia as donor		X			BRC/Moscow PO	TRAC	Local Consultant, Travel (intl), Misc	5,000	
- Real Simple Reporting Web-site for Russian support to UN projects				X	BRC	TRAC <i>RF contribution</i>	Local Consultant, web-design / maintenance	5,000 <i>tbc</i>	
- <i>Linked-In group and event to connect Russian academics to ODA work</i>		X	X		BRC/Moscow PO	TRAC	Intern support cost, Misc., Travel (intl)	4,000	
- <i>Discussion paper and event on the vision</i>				X	BRC/Moscow PO	<i>RF contribution</i>	Local Consultant, Travel	<i>tbc</i>	
<b>Annual Targets:</b> 1.1. <i>At least one event on global development issues in multilateral fora (BRIC, APEC,</i>									

<p>etc.) is co-funded by Russia</p> <p>1.2. At least one event on the new ODA agenda is organized and funded by Turkey</p> <p>2. At least one CO project is financed by Russia in Central Asia</p>	for Russia's role as donor							(int), Misc		
	<b>3. Tools developed to support partnership with Turkey as global development partner</b>									
	- Integrate post-Rio / SDGs agenda into Turkey's development cooperation		X			BRC/EEG/Turkey CO	TRAC	Intl / Local Consultant, Travel (intl), Misc.	2,500	
	- Strategy of Turkey's assistance to LDCs (+event) jointly with RBA - tbc			X		BRC/Turkey CO/TIKA	TRAC	Intl / Local Consultant, Travel (intl), Misc.	5,000	
	- Cross-mapping of TIKAs / UNDP's projects in C. Asia and W. Balkans		X	X		BRC/Turkey CO/TIKA	TRAC	Intl / Local Consultant, Travel (intl), Misc.	5,000	
	- Support formulation of a triangulation project with TIKAs in Central Asia		X	X	X	BRC/Turkey CO/TIKA	TRAC Turkey CO	Intl / Local Consultant, Travel (intl), Misc.	2,500 tbc	
	- Online "Challenge" on private sector in development innovation (tbc)			X	X	BRC/IICPSD/Turkey CO/TIKA/IsDB	TRAC	Intl / Local Consultant, web-design cost	5,000	
<b>Output 2</b>	<b>4. Potential for east-east and triangular cooperation in RBEC assessed and systematic tools to support it are developed (AOC)</b>									
<p>Transitional experiences are shared and east-east knowledge partnerships are facilitated including via triangular cooperation</p> <p><b>Baseline:</b></p> <p>1. No systematic service line supporting east-east cooperation exists in BRC, and the requisite partnership tools are outdated (e.g. donor matrix)</p> <p>2. Several east-east knowledge partnerships are being implemented without clear coordination or systematic support role of BRC.</p> <p><b>Indicators:</b></p> <p>1. New service line on east-east cooperation established in BRC including required tools (e.g. partnership tracker) that</p>	- Initial mapping and analysis		X			BRC	RBEC XB	Intl / Local Consultant,	5,000	
	- Internal stakeholder consultation (RBEC New MS retreat; RR mtg.)		X	X	X	BRC/RBEC HQ/BERA	RBEC XB	Intl / Local Consultant, Travel (intl), Misc.	5,000	
	- Development of regional partnership tracker (pilot stage 1 – no CO data)					BRC	RBEC XB	Intl / Local Consultant, Detail Assignment cost	20,000	
	- External stakeholder consultations: joint event on knowledge sharing with WBI and New DC providers mtg. – tbc;		X	X	X	BRC/WBI	RBEC XB	Intl / Local Consultant, Travel (intl), Misc.	15,000	
	- Development of prototype east-east solutions exchange and its testing (East-East stakeholder meeting)			X	X	BRC	RBEC XB	Intl / Local Consultant, Travel (intl), Detail Assignment	15,000	
	<b>5. Support provided to the launch of two regional east-east initiatives and on-demand support provided to others</b>									
	<b>5.1. Sustainable HD of Hydrocarbon Exporting Countries</b>									
	- Knowledge and experience mapping and outreach to key partners		X	X		BRC/BDP/BERA/RBEC HQ/Moscow CO/Baku CO/MGIMO	TRAC	Intl / Local Consultant, Travel (intl), Misc.	5,000	

<i>responds to demand</i> <b>2. Number of country east-east and triangular cooperation initiatives supported / facilitated</b>  <b>Annual Targets:</b> <b>1.1. Assessment of East-East potential completed and consulted with major stakeholders</b> <b>1.2. Prototype of Partnership Tracker created and tested within RBEC/BRC</b> <b>2. At least one existing and one new east-east cooperation initiative is facilitated</b>	- Support official launch event				X		TRAC	Intl / Local Consultant, Travel (intl), Misc.	1,500
	<b>5.2. Central Europe to Arab States: sharing of transitional experiences</b>								
	- Mapping of needs and facilitation of initial G2G contacts		X	X	X	BRC/RBEC HQ/RBAS HQ/RCC	TRAC	Intl / Local Consultant, Travel (intl), Misc.	2,500
	- Support to Civil Society Event in Cyprus (e-survey and outreach)		X	X	X	BRC/RBEC HQ/RBAS HQ/RCC/ Cyprus Office/ BERA	TRAC	Intl / Local Consultant, Travel (intl), Misc.	3,500
<b>Output 3</b> <b>ODA delivery mechanisms operational, including capacity building and awareness raising</b>  <b>Baseline:</b> <b>1. 3 TFs operational, with 2011 delivery of \$1,5 million</b> <b>2. Total value of resources mobilized in 2011 was \$800,000</b> <b>3. ODA awareness raising ongoing (Kapuscinski lectures 3rd series implemented under former EDI project in 2012) having covered 300 students</b>  <b>Indicators:</b> <b>1. Number of supported donors</b>	<b>6. ODA delivery mechanisms and Trust Funds maintained</b>								
	- Oversight, management, programming, monitoring and replenishment of the Slovak, Czech and Hungarian Trust Funds	X	X	X	X	BRC	TRAC	Intl / Local Consultant, Travel (intl), Misc.	4,000
	- Promotion of development cooperation support mechanisms in other ED countries such as Croatia, Azerbaijan, Bulgaria, Romania, Poland, Kazakhstan, Turkey, Russia, Baltic countries	X	X	X	X	BRC	TRAC	Intl / Local Consultant, Travel (intl), Misc.	4,000
	<b>7. Targeted on-demand support is provided to donors in RBEC</b>								
	- Facilitation of new development cooperation capacity building projects	X	X	X	X	BRC/relevant UNDP offices	TRAC	Intl / Local Consultant, Travel (intl), Misc.	2,000
	- Consultancy missions to ED countries	X	X	X	X	BRC/relevant UNDP offices	TRAC	Intl / Local Consultant, Travel (intl), Misc.	3,000

2. <i>Amount of mobilized financial resources</i> 3. <i>Number of participants covered by Kapuscinski Lectures</i> <b>Annual Targets</b> 1. <i>ODA delivery through UNDP at least 1 million USD</i> 2. <i>Resource mobilisation at least 500,000 USD</i> 3. <i>At least 250 students are covered with Kapuscinski lectures</i>	- Continuous dialogue with ED countries on development cooperation and their involvement in the region	X	X	X	X	BRC/relevant UNDP offices	TRAC	Intl / Local Consultant, Travel (intl), Misc.	3,000
	- Sharing of ODA experiences among donors in RBEC	X	X	X	X	BRC/relevant UNDP offices	TRAC	Intl / Local Consultant, Travel (intl), Misc.	2,000
	- Support to setting up Romania – UNDP new ODA strategic partnership	X	X	X	X	BRC / Romania CO	TRAC	Intl / Local Consultant, Travel (intl), Misc.	2,000
								<b>TOTAL</b>	<b>150,000</b>

Regional TRAC 90,000

Regional XB 60,000

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## **V. MANAGEMENT ARRANGEMENTS**

### **Oversight**

The Project Board will provide the necessary oversight. It will consist of:

1. One Executive: the Director of the Bratislava Regional Center
2. Senior Suppliers: one from BERA (Deputy Director, DRM), one from BRC (Senior Programme Coordinator) and one from RBEC HQ (Deputy Director), each ensuring the views of the respective units.
3. Senior Beneficiaries: one RR, DRR or Head of Office, representing COs from each of the sub-regional divisions.

### **Day-to-day management**

The project will be managed by UNDP's Regional Support Centre in Bratislava. There will be two designated Project Managers with overall responsibility for the respective outputs of the Project:

- Emerging Donors Policy Specialist – Output 3;
- New Development Partnerships Coordinator – Outputs 1 and 2.

The two Project Managers will work in close coordination with each other. To ensure coordination they will:

- Reflect the respective cross-inputs in their respective Annual Work Plans;
- Plan joint meetings and missions related to those activities that require very close collaboration, and will regularly keep each other informed about the rest;
- Organize joint review meetings with BRC management, and prepare a joint presentation to the Project Board.

### **Project Support**

The project will be supported by the current Emerging Donors Initiative team, and, depending on work load, possibly additional BRC support personnel. In addition, for each major task the project will hire short-term consultants and / or support staff.

Several activities may require dedicated support staff, using a network / matrix arrangement with one of the partner UNDP offices (as per below)

### **Internal Project Partners**

The project will rely on a network of internal stakeholders and partners as a means to generate new innovative network solutions.

For all outputs the project will collaborate closely with the relevant BRC Practices. This collaboration will work two ways: on the one hand, the project will support the Practices with partnership building, based on their demand. On the other, the project will rely on the Practices as sources of vision and expertise both for new knowledge partnerships, and for engagement on global policy issues, e.g. in the BRICS context.

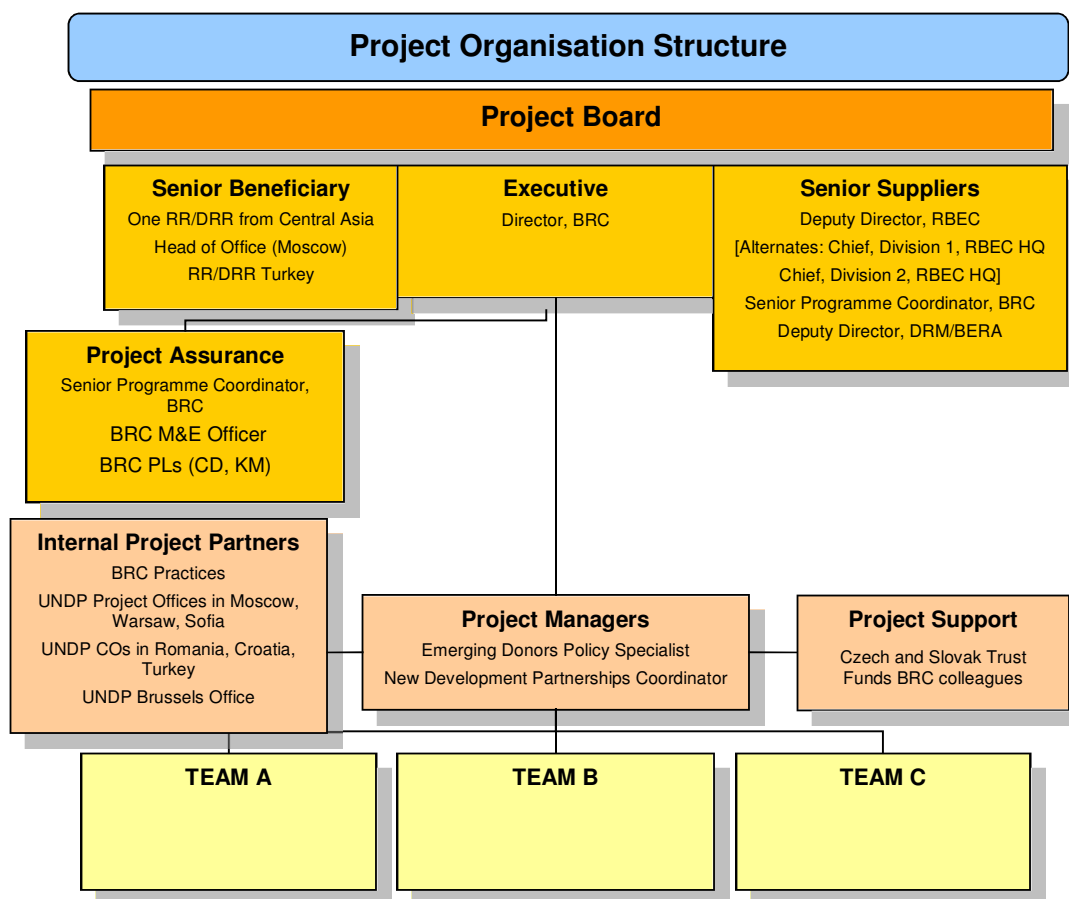
As the project is part of the corporate effort to advance New Strategic Partnerships and test new approaches to development cooperation, UNDP HQ will be another key stakeholder: through RBEC and BERA, as well as other relevant corporate units.

In addition, specific outputs will rely on very close cooperation with:

- For Output 1: the Project Office in Moscow; Turkey CO; RBEC COs in countries that are potential beneficiaries of Russia's and Turkey's assistance; UNDP COs in the BRICS countries.
- For Output 2: UNDP Offices in Bucharest, Warsaw, Sofia, Vilnius and Zagreb; UNDP Brussels Office; UNDP Nordic Office, etc.
- For Output 3: UNDP Offices in Bucharest, Warsaw, Sofia; UNDP CO in Kazakhstan.

This cooperation will be organized through various means, most appropriate to concrete needs:

- Matrix arrangements with key staff in respective UNDP offices;
- Short-term detail assignments to BRC of key colleagues from respective UNDP offices.
- Hiring of local short-term consultants (teams) for specific tasks.





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## VI. 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

#### Standard tools:

- 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.
- 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

#### Project specific tools

- **For Output 1** corporate monitoring tools for New Strategic Partnerships will be used in coordination with BERA.
- **For Output 2** the Project will use respective procedures for monitoring and reporting of activities related to the Agenda for Organizational Change
- **For Output 3** the monitoring and evaluation will be performed in close collaboration with the projects managing the respective Trust Funds

### Annually

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

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## **VII. LEGAL CONTEXT**

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

UNDP will 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.

## VIII. ANNEXES

### Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1.	<b>Donor funding not available</b>	18/04/2012	Financial	Output 3 “ODA mechanisms” at major risk  Limited HR capacity to manage a scaled-up / increasingly demanding East-East activities  P = 3 I = 5	Maintaining the best possible partnerships with the donors  Seeking trilateral cooperation options and funding  Reaching out to new types of donors (e.g. private foundations)	DH, DM	DH, DM	18/04/2012	Increasing due to the economic situation
2.	<b>Missing political will of the governments to cooperate with UNDP</b>	18/04/2012	Political	Limited partnership building possibilities  Lack of access to decision making, and as a result, very limited impact of UNDP’s efforts  P = 2 I = 3	Seeking support in different parts of the governments and with multiple ODA stakeholders	DH, DM	DH, DM	18/04/2012	No change
3.	<b>Competition with other international institutions</b>	18/04/2012	Strategic	Negative impact on partnership building and credibility  P = 2 I = 3	Leading position in ODA capacity building  Dialogue and seeking synergies with other international institutions	DH, DM	DH, DM	18/04/2012	No change
4.	<b>UNDP COs or residual projects’ operations do not create conducive environment for partnership building</b>	18/04/2012	Strategic	This risk would hamper partnership building activities, especially if Ministries of Foreign Affairs get antagonized  P = 2	Ongoing communication with COs and project offices about important aspects of partnership building  Offering regional level	DH, DM	DH, DM	18/04/2012	No change

				I = 4	cooperation to partner governments				
5.	<b>Weak corporate and management support to new partnerships</b>	18/04/2012	Organizational	<p>New donors do not feel enough interest from UNDP side to engage, or UNDP is unable to show consistent interest and follow-up on partnership opportunities</p> <p>Work load and demands of partnership work underestimated, hence negatively impacting the results</p> <p>P = 2 I = 4</p>	<p>Continuous information flow between project and HQs</p> <p>Inclusive workplanning, with early consultation on key initiatives proposed</p> <p>Regular communication with BRC management about the strategic importance of partnership building activities</p>	DH, DM	DH, DM	18/04/2012	No change
6.	<b>UNDP procurement and HR procedures not in line with the spirit of the South-South cooperation (country to country experience sharing)</b>	18/04/2012	Organizational	<p>We might be unable to contract and deliver certain activities</p> <p>P = 3 I = 4</p>	<p>Corrective measures proposed to HQs within the Agenda for Change, e.g. on cross-bureau collaboration, Service Level Agreements, etc.</p> <p>Careful formulation of projects and TORs</p>	DH, DM	DH, DM	18/04/2012	No change
7.	<b>Insufficient HR capacity to implement the project's ambitious agenda</b>	18/04/2012	Organizational	<p>In case the project advances on all of its components, we may face capacity bottlenecks to implement them all with due quality</p> <p>P=3 I=4</p>	<p>Hire additional project personnel</p> <p>Integrate the activities better under the Practices' work plans</p>	DH, DM	DH, DM	18/04/2012	No change