



**Government of Ukraine  
and  
United Nations Development Programme**

**Community Based Approach to Local Development Project (CBA)**

The main objective of Community Based Approach to Local Development Project (CBA) is to create an enabling environment for sustainable socio-economic development at local level by promoting local self-governance and community-based initiatives throughout Ukraine.

Topicality of the project is supported by recent enforcement of the constitutional reform envisaging, *inter alia*, significant administrative and fiscal decentralisation measures. It is expected that oblasts, local authorities and communities will be playing an increasingly important role in policy formulation and implementation. Thus, without empowerment of local communities to develop themselves and their areas, no significant progress will be possible with regard to human development and achievement of Ukraine's MDGs.

CBA will contribute to the attainment of these goals through the support of communities in carrying out of rehabilitation of basic social infrastructure and services (including, but not limited to primary health care points, water supply, energy efficiency) will improve living conditions of the poorest Ukrainians living in rural and semi-rural areas.

CBA will also enhance professional skills and knowledge of community organizations and local authorities to identify their developmental priorities and strategies that would eventually complement and fall into harmonious picture with national priorities, including Ukrainian MDGs and other targets.

CBA will also empower local communities by creating public dialogue mechanisms (Local Development Forums) for all citizens to play their role in bottom-up, participatory planning and community mobilization process.

## SIGNATURE PAGE

**UNDAF Outcomes:**

UNDAF Country Programme Outcome 4.1:  
 Pro-poor frameworks and strategies for sustainable economic development adopted and extended to rural and economically and socially disadvantaged areas, communities and groups in a manner consistent with safeguarding their political, civil, economic, social and cultural rights

UNDAF Country Programme Outcome 4.2:  
 Strengthened system for provision of social services and assistance functioning on an equitable and inclusive basis

**CPAP Outcomes:**

People-centered decentralisation of local public governance

Sustainable economic development through pro-poor policy reform

**CPAP Outputs:**

Decentralized institutional arrangements for local government developed and citizen-based partnership for participatory development promoted

Social, economic and cultural development for the multiethnic Crimean society, Chernobyl affected communities and rural settlements enhanced through area-based approach

**Expected Outputs (project specific):**

1. Improve living conditions in rural and (semi-)urban communities throughout Ukraine by promoting sustainable rehabilitation, management and operation of basic social and communal infrastructure and services through community-based self-help initiatives
2. Demonstrate effective participatory local governance and decentralized management mechanisms for public service delivery
3. Enhance relevant professional skills and knowledge of community organizations and local authorities to initiate and maintain participatory local process on social economic development and public services delivery

**Implementing partner:** UNDP Ukraine

**Responsible parties:** Ministry of Economy, Ministry of Regional Development, Ministry of Communal Services, Ministry of Transport, Ministry of Health, Ministry of Social Policy, Ministry of Environment, Ministry of Fuel and Energy, Oblast, rayon and village administrations/councils

**Programme Period:** 2006-2010  
**Programme Component:** Local Development and Human security  
**Project Title:** Community Based Approach to Local Development Project (CBA)  
**Project ID:**  
**Project Duration:** 3,5 years (Sep 2007-Feb 2010)  
**Management Arrangement:** DEX

Total Budget	USD	18 239 398
Allocated resources:	USD	18 239 398
Regular	TRAC USD	1 823 530
Other	EC USD	16 415 868
		<b>(Equivalent of EURO 12 000 000)</b>
Unfunded budget:	TRAC USD	0
	EC USD	0

**Agreed by:** \_\_\_\_\_ **Name/Title:** \_\_\_\_\_ **Date:** 22 August 2007 **Signature:** \_\_\_\_\_

UNDP Ukraine

Francis M. O'Donnell  
 Resident Coordinator of the United Nations System  
 in Ukraine  
 and UNDP Resident Representative



## SITUATION ANALYSIS

### Background

Since 2000 Ukraine has been showing major economic developments, with annual GDP growth rates mostly greater than in neighboring EU countries. In nominal terms GDP tripled in this period. Significant progress towards democracy and civil society has also been recorded.

While these changes are very positive and significant, Ukraine is still challenged by serious issues. Economic growth is not equitable, with only small share of population benefiting from its fruit. Those who suffer most (over 60% of population) live in rural and semi-rural areas. Low living standards in these areas are characterized, besides low incomes, by insufficient access to medical care and education, underdeveloped basic infrastructure and poor access to drinking water.

All these challenges exactly match the typology of MDGs that Ukraine signed in 2000. Despite some efforts that have been made by the Government to achieve these goals, much more work is obviously needed, both at the national and, even more importantly, on the local level. So far, the Government, with major assistance from UNDP, has made first attempts to localize MDGs and help local authorities adopt viable MDG-based regional development strategies.

Implementation of these strategies, however, is contingent on empowerment and active involvement of local communities, and their capacity to identify development priorities and ensure their attainment.

There is also a number of problems typical for transition economies that hinder Ukraine's local development. Social, health and environmental problems at local level have not been dealt with for years by the official authorities. Although some improvements are seen, but still the legacy of a highly centralised system of policy, planning, budgeting and decision-making that is not geared towards accommodating the needs and priorities as perceived by citizens and local authorities.

Lack of trust and confidence of citizens towards government is still often the case. Unelected local administrations, appointed from the capital, focus on serving the interests of the state, rather than the citizens, while elected councils have little capacity and influence, and need to be empowered.

Investments are mostly confined to larger infrastructure of national, regional or sub-regional significance, with little opportunities left for village and district level. Current fiscal system discourages local authorities to increase revenues. At the same time, the perception at national level is that local authorities are too weak to properly handle budgetary resources in a responsible manner. This reinforces the tendency towards top-down, centralised fiscal management.

### UNDP related activities

To address the acute challenges confronting Ukrainian communities, UNDP Ukraine has applied an **Area-Based Development (ABD)** approach to achieving sustainable local development. In close partnership with international development organisations and agencies, UNDP has been promoting sustainable social, economic and environmental development primarily through three projects in Ukraine. The ABD approach engages and mobilizes

communities to assume responsibility for improving their own wellbeing.

There are three UNDP projects that employ the ABD approach: Crimea Integration and Development Programme (CIDP); Chernobyl Recovery and Development Programme (CRDP); and Municipal Governance and Sustainable Development Programme (MGSDP).

Specifically, the **Crimea Integration and Development Programme (CIDP)** applies the ABD approach as a means to facilitate collaboration between people from different ethno-cultural backgrounds and support sustainable local development in the Autonomous Republic of Crimea (ARC). CIDP is present in more than 400 Crimean communities and benefits more than 110,000 people. The project's overarching objective is the improvement of local living conditions by bringing local communities, social service providers and their authorities closer together.

CIDP has been operational since 1995 when CIDP was created at the request of the Ukrainian government to support the resettlement of 260,000 formerly deported people (majority Crimean Tatars), coming from various republics of the Former Soviet Union. The period of 1995-2000 was considered a period of emergency intervention. In the following phase (2001-2005), CIDP focused on social mobilization and broadened the target population beyond formerly deported people. Donors include the Canadian CIDA, Governments of Denmark, Greece, The Netherlands, Norway, the Swiss SDC, Swedish SIDA and Turkey. The focus for the CIDP shifted around 2002 to a community based approach and much greater ownership and incentive structures for selected projects. The key feature of the CIDP is that intervention under the programme has been at a village level. Programme cost for the years 2002- 2007 (August) is 8.6 mln. USD

The **Chernobyl Recovery and Development Programme (CRDP)** applies the ABD approach to support Chernobyl-affected communities to address their local social, economic and environmental recovery and development needs – in a participatory, transparent and accountable manner.

CRDP launched its activities based on the recommendations of a report initiated by the UN agencies in February 2002<sup>1</sup>. CRDP forms the third phase of the UN Chernobyl Programme, which has been operating in 1999-2002. In partnerships with international institutions, local administrations, academic institutions, non-governmental organisations and private business, CRDP supports community organisations in the implementation of their socio-economic and environmental initiatives, and promotes information and knowledge dissemination. CRDP works in three main areas: assistance for the improvement of state policy, self-governance and community development, institutional support. Donors include UN Trust fund for Human Security/Government of Japan; Canadian International Development Agency; Swiss Development and Cooperation Agency; UNDP; UN Special Voluntary Fund; the United Nations Office for the Coordination of Humanitarian Affairs. CRDP works in the 4 most affected “oblasts” (regions), which include 17 “raiyons”. Programme cost for the years 2002-2007 (August) is 3.4 mln. USD

The **Municipal Governance and Sustainable Development Programme (MGSDP)** applies the ABD approach to strengthen municipal governance and support sustainable social, economic and environmental development in urban communities.

MGSDP was initiated as a pilot project in 2004. After the setting up of institutional mechanisms and progressive implementation of the activities, it entered in a demonstration phase in 2005 for a three year extension period, under the new denomination of Municipal Governance and Sustainable Development Programme (MGSDP), registered with the Ministry of Economy in March 2006. The programme is operational in 7 Oblasts with 12 municipalities having signed, after a selection process including an overall situation analysis (covering policy, management, economic, social and environmental problems), a partnership with MGSDP, and established a Municipal Support Unit (MSU) aimed at mobilizing communities, NGO, academia and businesses. International partners include the Swiss Agency for Development and Cooperation, the Netherlands Ministry of Foreign Affairs, and the UN Volunteer Programme. Programme cost for the years 2004- August 2007 is 4.0 mln. USD.

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<sup>1</sup> « Human consequences of the Chernobyl Nuclear Accident – A Strategy for Recovery » - UNDP – UNICEF February 2002

UNDP Area-Based Developmental Approach has strong emphasis on community empowerment and regeneration, building spirit of activism and helping people undertake their own recovery initiatives. This approach also puts an emphasis on providing advisory and capacity building support with the goal of bringing local authorities and communities together for joint problem-solving and development activities..

Finally, all UNDP area-based initiatives are reinforcing the Millennium Development Goals Project that is working closely with the Government to incorporate these goals into strategic planning instruments and policies, and to streamline MDGs into regional and local development agendas.

For these reasons ABD approach has been chosen for the CBA project implementation.

## **PROJECT STRATEGY**

The overall objective of the project is to create an enabling environment for long-term self-sustaining socio-economic and community development at local level by promoting local self-governance and community-based initiatives that would contribute to overall human development and attainment of Ukraine's Millennium Development Goals.

By stimulating people's participation in local debates about priority needs of their communities, and by helping them find and implement solutions to local problems, CBA project will build a sense of confidence in local decision-making, will facilitate the dialogue between citizens and the Government. Community mobilization and improved dialogue and cooperation between citizens, their associations, donors attracted by the EU's involvement in the issue and local government will lay ground for local long-term development planning.

This will provide opportunities to ensure consistency of Ukraine's national planning policy at the local level and the way the EU implements its own local development policies. In line with the approach taken in the NIP 2004-2006, the EU-Ukraine Action Plan and the relevant EU policies and rules, the project will support better service provision and environment protection at the local level. Lastly, the EC will play its role in disseminating the community-based development methods at a time where it is most needed for (a) support the government's efforts to deal anew with local development issues in a EU-compliant manner; and (b) preparing ground by delivering immediate results for the longer-term regional development projects.

To build enhanced community self-reliance and dignity, the project seeks to replicate previous positive UNDP experiences in a large number of communities in 24 oblasts of Ukraine and the Autonomous Republic of Crimea.

The widespread promotion of participatory community development initiatives in the regions of Ukraine will provide the critical mass to alleviate conditions of poverty. Furthermore, governance is intricately interlinked with poverty alleviation, as effective regulation of society in line with opportunity for growth at the grass roots level will allow for a balanced and equal development of Ukrainian society, and thus contributing enormously to the eradication of poverty.

### **Specific objectives:**

#### **1. Improve living conditions in rural and (semi-)urban communities throughout Ukraine by promoting sustainable rehabilitation, management and operation of basic social and communal infrastructure and services through community-based self-help initiatives.**

Community Based Approach for Local Development Project (CBA) will build on the achievements of the UNDP's "area-based development" approach and will expand this approach countrywide. At least 1,000 community self-help organisations, relevant local (village and

municipal), rayon and regional authorities in 200 rayons of Ukraine will carry out rehabilitation of basic social infrastructure and municipal services within major national MDG-based priority:

- Health (local health posts network) (UMDG 4)
- Energy (energy conservation measures at local level, etc) (UMDG 3)
- Environment (UMDG 3)
- Water management (UMDG 3)
- Local transport systems (UMDG 1)

Within the project, each participating community will be guided through the following steps of participatory community development:

- Sensitisation and community self-assessment
- Formation of community organisations
- Community development planning
- Project identification, prioritisation and implementation (CBA seed-grants will cover up to 50% of community project costs, the rest will be covered by local resources)
- Follow-up (community progress review mechanism established so that community members can codify past achievements and build on them)

**2. Demonstrate effective participatory local governance and decentralised management mechanisms throughout Ukraine for public service delivery** by promoting inclusive, self-governing community organisations undertaking self-help initiatives in partnership with local authorities, private sector entities and other stakeholders. The dialogue between community organisations and with local authorities will be formalized through the establishment of Local Development Forums in each of 200 target rayons. Members of LDF will include representatives of local authorities and community organizations, representatives of private sector (commercial banks), public utilities companies, local NGOs. The tasks of LDF will include:

- Review Community and Village/city Council Development Plans and ensure mutual harmonisation between these plans and regional and sector plans and strategies, including regional and national MDGs. In this activity, CBA will be supported by UNDP Millennium Development Goals Project;
- Determine financial and technical resources available at community, village council and oblast level to support community development initiatives;
- Prepare plans for mobilizing technical and financial resources in support of community development initiatives from relevant national and international organizations;
- Coordinate for community development initiatives and post-implementation management and maintenance between communities, oblast state administration, village/city councils, technical departments and other actors involved (i.e. local NGOs, banks, national and international funding organizations, etc.);

**3. Enhance relevant professional skills and knowledge of community organizations and local authorities to initiate and maintain visible participatory local process on social economic development and public services delivery.** CBA will develop institutional capacities of community organizations and local authorities to identify community needs and priority, to manage and monitor participatory local process for a sustainable social-economic development and efficient public service delivery. CBA will provide training and support to ensure that efforts are carried forward to implement community development plans. Oblast Implementation Units which will be established in each oblasts of Ukraine will work as resource centres for community mobilization.

In order to ensure synergy with other UN agencies' activities project will ensure information sharing and consultations on the issues related to their mandate. It will be done through the UN Theme Groups (UNTG), where project plans will be presented and discussed if relevant to the activities of UNTG.

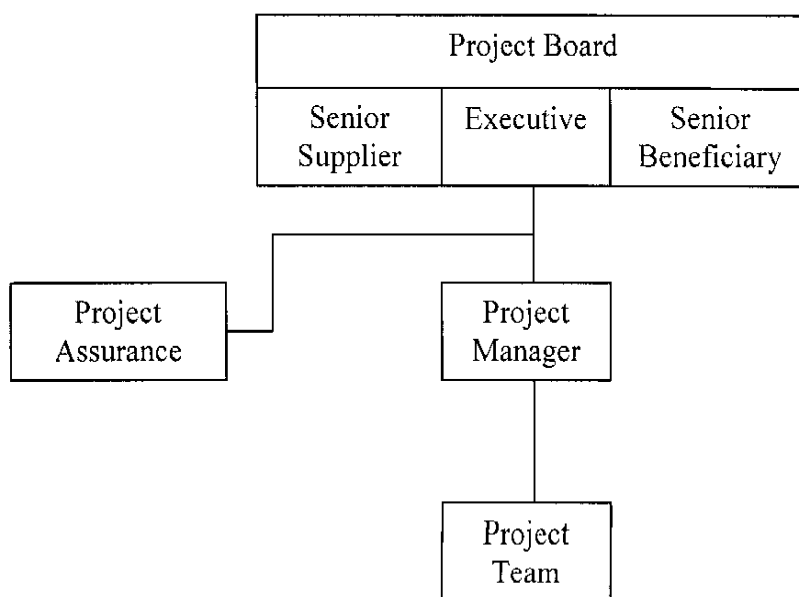
## PROJECT BUDGET SHEET

See Annex 1.

## MANAGEMENT ARRANGEMENTS

This project will be implemented under the Country Programme Action Plan 2006-2010 (Annex 2) using UNDP Direct Execution modality. Taking into account that the project will work directly with communities there is strong rationale to implement Project under DEX modality. UNDP possesses significant experience and expertise in achieving local development results through social mobilization, capacity development of communities and small grants. UNDP Ukraine has proven ability to monitor the technical aspects of the ABD Programmes, ensure that periodic progress and technical reports are received and interpreted, and ensure regular consultations with beneficiaries and contractors.

UNDP Ukraine shall be responsible for the overall management of the project, in particular for achieving expected outputs. Similarly, UNDP will be accountable for the use of project resources. Management arrangements for CBA are designed using the PRINCE2 project management methodology. PRINCE2 has been adopted globally by UNDP as the standard methodology to be used in managing all UNDP projects. Below is a diagram of the CBA management structures:



Project Board

The Project Board is the group responsible for making on a consensus basis management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP approval of project revisions. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when project tolerances (i.e. constraints normally in terms of time and budget) have been exceeded.

This group contains three roles:

- Executive (role represented by UNDP) that holds the project ownership and chairs the group,
- Senior Supplier (role represented by EU and UNDP) that provides guidance regarding the technical feasibility of the project,
- Senior Beneficiary (role represented by the Association of cities and communities of Ukraine, Association of local and regional authorities of Ukraine) that ensures the realization of project benefits from the perspective of project beneficiaries.

Potential members of the Project Board are reviewed and recommended for approval during the Local Programme Advisory Committee (LPAC) meeting.

Thus, the Board represents at managerial level the interests of the implementing partner (UNDP), responsible parties as well as EC. Board members will be senior managers and will have authority and responsibility for the commitment of resources to the project, such as personnel, cash and equipment. The CBA Board will ‘manage by exception’, meaning Board members will be regularly informed of the project’s progress but will only be asked for joint decision making at key points during implementation.

While joint decision making is required at key points during CBA implementation, it is important to note the Board is not a democracy controlled by votes. The Board’s Executive – a UNDP Senior Manager – is the key decision maker because he/she is ultimately responsible for the project’s effective and efficient implementation.

The CBA Board is appointed by UNDP programme management to provide overall direction and management of the project. It is responsible for ensuring that the project remains on course to deliver products of the required quality to meet expected results. Furthermore, the Board is accountable for the success of the project and has responsibility and authority for CBA within the instructions set by UNDP programme management.

The Board approves all major plans and authorizes any major deviation from agreed CBA workplans. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and any parties beyond the scope of the project.

Project Assurance is the responsibility of each Project Board member, but the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. A UNDP Programme Manager holds the Project Assurance role for the UNDP Board member.

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager’s prime responsibility is to ensure that the project produces the results specified in the



project document, to the required standard of quality and within the specified constraints of time and cost. **The Project Manager will be appointed by UNDP with the approval from EC.**

Project implementation will be governed by provisions of the present Project Document and UNDP Operations Manual. The project will utilize a direct payment modality.

### Project Team

As the Project will be implemented country wide, Kyiv is the obvious location for the Project Management Unit

The main tasks of the PMU will be:

- Overall management and coordination of Project implementation
- Strategic, technical and methodological backstopping of Oblast implementation Units
- Final endorsement of community projects for grant award
- Monitoring of implementation and quality assurance
- Communication and reporting to UNDP/EU/Government and Donor-Government Thematic Sub-Group A4 "Regional cooperation"

The following setup is proposed for the PMU:

- 1 Project Manager
- 2 Community Development Specialists
- 2 Engineers (one with experience in urban planning and second in public works and construction supervision)
- 1 M&E, Reporting & Visibility Specialist
- Support staff (1 Admin/Finance Manager, 2 Finance Assistants, 1 Receptionist/Clerk, 1 Drivers, 1 Cleaner)

Implementation of the Project will be decentralised to oblast level. For the day-to-day work with local authorities and communities, establishing a unit in each oblast will be indispensable<sup>2</sup>. These oblast implementation units (OIU) should consist of:

- 2 Community Mobilisation Assistants (one with a lead role and second with additional responsibility for M&E, Reporting and Visibility)
- OIU Finance/Procurement Assistant<sup>3</sup>
- Driver

The ToRs of the above-mentioned positions are attached to the present Project Document (See Annex 2).

## **MONITORING AND EVALUATION**

The action will be subject to standard monitoring procedures of UNDP and the EU. In addition, the project will develop an internal monitoring system based upon regular data collection and reporting against the indicators of the project's Logical Framework. Project monitoring and evaluation will be based on periodic assessment of progress on delivery of specified project results and towards achievement of project objectives. The project's PMU will make significant input into monitoring of the implementation progress. Regular presentations to the EU-Ukraine Subcommittee on Economic and Social Affairs, Finance and Statistics (SC 2) will ensure in-depth involvement and commitment of the Ukrainian side to the monitoring from the project partner's side.

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<sup>2</sup> In Crimea, CIDP (Crimean Integration and Development Programme) already covers practically all rayons and has established a dense network of Community Organisations. Therefore, the CBA Team for Crimea will be embedded in CIDP, as establishing a separate office would create unnecessary and potentially confusing duplication. The visibility of the CBA oblast unit in Crimea will be ensured.

<sup>3</sup> One Finance/Procurement Assistant will be responsible for providing support of preparation/monitoring of financial documentation prepared by COs of 4 oblasts, which means that only 6 OIU will have such specialist.

UNDP will organise an external mid-term evaluation (no later than 24 months after commencement of the project) in order to verify efficiency of aid, effectiveness of project implementation and validity of the project approach and methodologies and make recommendations for the remaining implementation period. A final evaluation will be organised after project completion, which will also focus on impact and sustainability of outputs. In addition, the contracts will be subject to the usual co-financing audit arrangements.

#### Frequency and timing

The project deliverables will be monitored on a quarterly basis.

#### Responsible parties

The Project Manager and responsible UNDP Programme Manager will bear responsibility for the quarterly monitoring.

#### Method

Monitoring will consist of a comparison of actual implementation/results of activities with the project's Deliverable Descriptions, which will contain (to the extent possible) measurable indicators of correct/complete implementation of deliverables. After comparing 'actuals' with 'quality criteria', the Project Manager and UNDP Programme Officer will compile a record of their findings, incorporate findings into the project's annual report, and attach the record of findings as an attachment to the annual report.

### **LEGAL CONTEXT**

This Project Document shall be the instrument referred to as such in Article 1 of the Standards Basic Assistance Agreement (SBAA) between the Government of Ukraine and the UN Development Programme, signed by the respective parties on 3 June 1993. The host country Implementing Partner shall, for the purposes of the SBAA, refer to the government cooperating agency described in the latter Agreement. The project shall be also governed by the Country Programme Action Plan (2006-2010) between the Government of Ukraine and the United Nations Development Programme, signed by the respective parties in 2006 and Agreement between the European Community and UNDP, signed by the respective parties on 31 December 2006.

### **LIST OF ANNEXES**

Annex 1 Project budget

Annex 2. Terms of References for project staff.

Annex 3 CBA RiskLog.

Annex 4. CBA Results and Resources Framework

Annex 5 EU Project Document

Annex 6 Country Programme Action Plan (2006-2010) between the Government of Ukraine and the United Nations Development Programme.

Annex 7. Agreement between the European Community and UNDP.

## *Annex 2*

### **Terms of Reference: Project Management Unit (PMU)**

#### **1. Project Manager**

The Project Manager shall be responsible for the overall management of CBA project activities, developing and implementing a results-based work plan for the project. He/she shall be responsible for all substantive, managerial and financial reports from the project. He/she will provide overall supervision for all CBA staff in field stations and in the project management unit in Kyiv as well as guiding and supervising all policy-based relations between the project and the Government of Ukraine.

The Project Manager will have the following specific duties:

##### **Policy Analysis and Advisory Services:**

- Monitor/analyze economic, social and political issues which affect sectoral or national development; through this process, identify development needs and potential solutions relevant to project activities;
- Maintain continuous dialogue with the Government and other key partners to provide knowledge based advisory services and ensure proper integration and co-ordination of project with other related development efforts;
- Advocate, promote awareness and understanding of issues and responses related to the all important goals which Ukraine has committed itself to at the Millennium Summit and other global conferences. Promote clarity and understanding on the role and issues of UNDP and EU. Represent the project at public events;
- Lead project team and provide professional opinions in areas of expertise.

##### **Programme Services:**

- Manage CBA PMU, its staff, promote a team spirit and cooperative efforts;
- Coordinate program's objectives and activities with other local partners, assuring the projects are efficiently integrated with other development efforts;
- Assure proper operational, financial and administrative management in the project, as well as adherence to all UNDP rules and procedures;
- Ensure decentralized operations of the program with high involvement of concerned stake holders;
- Establish and maintain dialogue with government officials, both local and national, NGOs, partners, donors and communities to provide knowledge and understanding, ensuring an accurate interpretation of the program's mission;
- Assure proper monitoring and evaluation procedures are instituted in all projects;
- Co-ordinate and oversee the preparation of the substantive and operational reports from the Programme;
- Prepare and oversee the development of Terms of Reference for consultants and contractors;
- Assure proper operational, financial and administrative management in CBA as well as adherence to all UNDP rules and procedures. Monitor project inventory, attendance records, filing system. Assure correct personnel management and procurement of goods/services;
- Participate in PR and media activities. Assure project web-site update. Coordinate distribution of the project related information.

##### **Resource Mobilization Activities:**

- Implement the Social Mobilization concept throughout all components of CBA;

- Develop partnerships with other individuals and organizations to ensure wide participation in development issues that UNDP is addressing; UNDP's most valuable resource -knowledge – to be shared widely;
- Maintain relationships with donors and present a clear analysis of how their financial support has contributed to the results they had requested and promote the programme to new donors;
- Mobilize resources for the program to meet the overall objectives;
- Perform other duties as required.

**Skills and Experience Required:**

- Mature judgment combined with a proactive, energetic approach to problem solving; excellent interpersonal and communication skills; strong organizational and time management skills, resourceful in finding solutions;
- Strong ideals to support national development in Ukraine and serve as a catalyst for human development and poverty reduction;
- Five years experience at a senior project management level would be preferable. Demonstrate diplomatic and negotiation skills;
- Ability to work with a wide cross-section of partners: Government, NGO's, communities, media and international donors;
- Post-graduate degree would be an asset;
- Strong advocate for human development and poverty eradication;
- Knowledge of the management principles and organizational behaviour;
- Experienced with social mobilization procedures would be desirable;
- Experience in development assistance in Ukraine or/and transition countries would be an asset
- Familiarity with the goals and procedures of international organizations;
- Experience in planning and managing international technical assistance programs, including direct responsibilities for administering of project's budget;
- Excellent knowledge of English, knowledge of Ukrainian and/or Russian would be an asset ;
- Knowledge of and complete comfort with computer applications is essential (including organization of public presentations on PowerPoint);
- Good contacts within the project development area.

## **2. Community Development Specialist**

Under the direct supervision of Programme Manager and overall supervision of project management team the incumbent will perform the following functions:

- Supervise and monitor the work of Community Mobilization Assistants in half of the regions covered by project
- Work to expand partnerships and cooperation between COs and levels of government for the implementation of local improvement projects and to have local needs, priorities and initiatives integrated into higher level of development planning in the region.
- Work with CO members to initiate social and economical development strategies in community sites.
- Provide professional mentorship, training and support to community mobilization assistants and local authorities.
- Work to establish network at regional level and raiyon level of CBA programme area.
- Prepare progress reports, and other reports as per required by the organization.
- Participate in training and knowledge exchange exercises.
- Performs other functions and duties as required by project management team.

**Skills and Experience Required:**

- University degree or equivalent Science, Economics, Civil Engineering, or related field

- Three years working experience with communities for development activities would be preferable
- Experience in working with government and non-government organizations
- Excellent interpersonal and conceptual skills for promotion of economic and social development
- Knowledge of English is an asset

### **3. M&E, Reporting & Visibility Specialist**

Under the direct supervision of project management and in close collaboration with the UNDP Information Unit the incumbent should be responsible for overall outreach communication/information/public relations activities of the project as well as ensure due reporting and new project proposals preparation:

- Design, agree and implement communication/information strategy for the project, ensuring implementation of EU visibility strategy;
- Prepare and implement annual/quarterly communication work-plans as a part of the project plans;
- Participate in preparation of the project reports and plans, donor proposals and reports;
- Maintain project media relations for reaching main donors, partners and general public audiences through:
  - press conferences,
  - press trips,
  - project visits,
  - arranging interviews for newspapers, TV, radio, e-media.
- Maintain close working contacts with mass-media representatives (both Ukrainian and International);
- Maintain contacts with governmental, non-governmental institutions, academia, local and community authorities;
- Promote project through stories, articles and other PR activities;
- Organize special events based on key UN days or UN/UNDP themes;
- Visit regularly project sites to keep abreast of activities;
- Review project proposals to determine information support needs;
- Prepare and update project website regularly;
- Prepare and update UNDP Ukraine Intranet project place;
- Prepare photos related to the project implementation;
- Submit regular updates for UNDP Ukraine web-site on the project;
- Develop project promotion materials such as leaflets, brochures, newsletters, and produce them;
- Ensure wide and target distribution of information materials produced;
- Ensure that at least once every quarter, a “best practice” article on project activities is sent to UNDP;
- Ensure that all equipment designated to the project communication activities is kept in good order and strict control;
- Scan press and publications for articles of interest to project and circulate them to project staff;
- Handle correspondents and reply to inquiries for public information materials;
- Assist with donor visits, provides services of donor guide during donor visits and events;
- Liaise with communication staff of other projects;
- Any other duties as may be assigned.

#### **Requirements for the post:**

- Be proactive, energetic, committed and innovative;
- University Degree or equivalent;
- 5 years of practical experience in PR/Communication field would be preferable;

- Experience in assistance projects would be an asset;
- excellent writing, communication and organization skills;
- professional fluency in English (spoken and written), Ukrainian and Russian;
- excellent computer skills (including Adobe Acrobat, CorelDraw, PhotoShop)
- strong knowledge and use of modern information technologies.
- Good interpersonal skills, diligent, be open minded and dedicated
- Excellent team working skills.

#### **4. Engineer**

Under the direct supervision of project management and in close collaboration with Community Development Specialist the incumbent should be responsible for:

- Technical and methodological backstopping of community projects
- Conduct technical expertise of proposed infrastructural projects
- Monitoring of technical aspects of implementation of community projects in half of the oblasts.
- Support proper hand-over of completed project in full compliance with Ukrainian legislation and UNDP rules and procedures

##### **Requirements for the post**

- University degree or equivalent
- Experience in working with local government and non-government organizations
- Excellent interpersonal and conceptual skills for promotion of economic and social development
- Experience in urban planning;
- Experience in public works and construction supervision
- Knowledge of English is an asset

#### **Finance/Admin Manager**

Under the direct supervision of Project Manager, the incumbent ensures execution of transparent and efficient financial and procurement services and processes, undertaken during project implementation. The Finance/Admin Manager works in close collaboration with other project staff for resolving complex financial and procurement-related issues and ensures full compliance of CBA procurement activities with UN/UNDP rules and regulations.

More specifically, the Finance/Admin Manager will be responsible for:

- Liaising with UNDP Kiev on procurement and finance related issues.
- Supervising work of finance staff of the project
- Preparation of financial reports to EC and UNDP management
- Reviewing regularly community organizations procurement and finance practices and processes and making recommendations for improving their effectiveness and efficiency. Keep abreast of UNDP corporate rules and regulations as well as best practices in the area of procurement and finance.

##### **Qualifications:**

University degree or equivalent; specialized training in finance and procurement would be an asset.

- 7 years of progressively responsible administrative/finance experience would be preferable
- Experience in assistance projects would be an asset

- Experience in the usage of computers and office software packages (MS Word, Excel, etc)
- Fluency in English and Ukrainian
- Excellent interpersonal and task management skills and a client-oriented service orientation; ability to work under pressure, with strong delivery orientation.

## **Finance/Admin Assistant**

Under the direct supervision of Finance/Admin Manager, the incumbent ensures execution of transparent and efficient financial and procurement services and processes, undertaken during project implementation. More specifically, the Finance/Admin Assistant will be responsible for:

- Monitoring and reviewing reporting documents from community organizations of 12 selected oblasts of Ukraine
- Maintaining and regularly updating the procurement and finance filing system, related to the project activities in 12 selected oblasts
- Creating vendors, requisitions and purchase orders; budget checking, dispatching and closing purchase orders for CBA in compliance with UNDP procurement and financial procedures and taking timely corrective actions on purchase orders with budget check errors and other problems

### **Qualifications:**

University degree or equivalent; specialized training in finance and procurement would be an asset.

- 5 years of progressively responsible administrative/finance experience would be preferable.
- Experience in the usage of computers and office software packages (MS Word, Excel, etc)
- Experience in assistance projects would be an asset
- Fluency in English and Ukrainian
- Excellent interpersonal and task management skills and a client-oriented service orientation; ability to work under pressure, with strong delivery orientation.

## ***Terms of References: Oblast Implementation Units / Community Resource Centres***

### **1. Community Mobilization Assistant**

Under the supervision of Community Development Specialist and overall supervision of project management team the incumbent will perform the following functions:

- Work directly with communities of particular region to promote community led development, in particular, work directly with CO members in the organization of village development plans and the prioritization of planned local improvement projects.
- Work directly with CO members to facilitate the implementation of local improvement projects and design of sustainable strategies for local operation and maintenance of planned facility or service improvements.
- Work to expand partnerships and cooperation between COs and levels of government of particular region for the implementation of local improvement projects and to have local needs, priorities and initiatives integrated into higher level of development planning in the region.
- Work with CO members to initiate social and economic/environmental development strategies in community sites of particular region.
- Work as a trainer and resource person in the training organized by the program.
- Work to establish network at village/municipality level and raiyon level of CBA programme area.
- Prepare progress reports, and other reports as per required by the organization.
- Promote project through stories, articles and other PR activities , ensure implementation of EU visibility strategy;
- Organize special events based on key UN days or UN/UNDP themes in particular region;
- Assist with donor visits, provides services of donor guide during donor visits and events;
- Liaise with communication staff of other projects;
- Participate in training and knowledge exchange exercises.
- Performs other functions and duties as required by project management team.

#### **Qualifications:**

- University degree or equivalent
- Three years working experience with communities for development activities would be preferable
- Experience in working with government and non-government organizations
- Excellent interpersonal and conceptual skills for promotion of economic and social development
- Knowledge of English is an asset

### **2. Finance/Procurement Assistant**

Under the direct supervision of Finance/Admin Manager, the incumbent ensures execution of transparent and efficient financial and procurement services and processes. S/he will provide financial backstopping of community organizations of 4 oblasts of Ukraine. S/he pursues a client-focused, quality and results-oriented approach, ensures full compliance of CBA procurement activities with UN/UNDP rules and regulations.

More specifically, the Finance/Procurement Assistant will be responsible for:

- Liaising with PMU in Kyiv on procurement and finance related issues.



- Provide training to newly established community organizations on budget preparation and reporting requirement of the project
- Maintaining and regularly updating the procurement and finance filing system, related to the project activities in 4 selected oblasts.
- Assisting the community organizations of 4 selected oblasts in budget estimation, planning of procurement processes, designing technical specifications and advising on most suitable contractual modalities.
- Monitoring and reviewing reporting documents from community organizations of 4 selected oblasts
- Reviewing regularly community organizations procurement and finance practices and processes and making recommendations for improving their effectiveness and efficiency. Keep abreast of UNDP corporate rules and regulations as well as best practices in the area of procurement and personnel.
- Performing other duties as may be required by CBA Management.

**Qualifications:**

- University degree or equivalent; specialized training in procurement would be an asset.
- 3 years of progressively responsible administrative/finance experience would be preferable
- Experience in assistance projects would be an asset
- Experience in the usage of computers and office software packages (MS Word, Excel, etc)
- Fluency in English will be an asset.
- Excellent interpersonal and task management skills and a client-oriented service orientation; ability to work under pressure, with strong delivery orientation.
- Affinity with United Nations mandate and principles.

**3. Focal Point in Local Administration**

Public servant appointed by rayon state administration, will work on a day to day basis with the Oblast Implementation Units / Community Resource Centres staff members appointed by UNDP to carry out the activities that enhance integration and development in the region, with a view of institutionally incorporating the functions of the Oblast Implementation Units / Community Resource Centres into the Regional Administration in due course.

Under the supervision of Rayon state administration and Community Mobilization Assistant and overall supervision of project management team the incumbent will perform the following functions:

- Work to expand partnerships and cooperation between COs and levels of government of particular region for the implementation of local improvement projects and to have local needs, priorities and initiatives integrated into higher level of development planning in the region.
- Work with CO members to initiate social and economic/environmental development strategies in community sites of particular region.
- Work to establish network at village/municipality level and rayon level of CBA programme area.
- Assist in organizing special events based on key UN days or UN/UNDP themes in particular region;
- Assist with donor visits, provides services of donor guide during donor visits and events;
- Liaise with communication staff of the project and local authorities;
- Participate in training and knowledge exchange exercises.
- Performs other functions and duties as required by project management team.

**Qualifications:**

- University degree or equivalent
- Experience in working with non-government organizations
- Excellent interpersonal and conceptual skills for promotion of economic and social development
- Knowledge of English is an asset