



PROJECT DOCUMENT
Regional Project

Project Title: Knowledge Management and Capacity Building in Russia-UNDP Partnership, Phase II

Project Number: 111918

Start Date: 1 July 2018

End Date: 30 June 2021

PAC Meeting date: 25 June 2018

Brief Description

The complex challenges associated with achieving the 2030 Agenda require impactful, scalable partnerships, innovative approaches and integrated ways of working to bring development solutions to scale. The SDG 17 recognizes multi-stakeholder partnerships as an important vehicle for mobilizing and sharing knowledge, expertise, and technologies to support the achievement of the 2030 Agenda.

Given great potential of the expertise sharing to contribute to sustainable development results in the partner countries and increasing demand for Russian expertise, it is instrumental to continue offering tangible solutions that were piloted during the first phase of the Knowledge Management and Capacity Building project and streamline the provision of Russian development expertise to benefit partner countries.

The main goal of the project is to **scale up several mechanisms of Russian expertise sharing to support achievement of sustainable, scalable development impact in partner countries.**

The project is structured around 4 main activities:

1. Database of Russian experts for international development and Russian Experts on Demand Programme;
2. Knowledge sharing under Russia-UNDP partnership;
3. Volunteering programme;
4. Internships and secondments programme.

Contributing Outcome:

Regional Programme Outcome 2:
Addressing poverty and inequalities through more inclusive and sustainable development pathways.

Partnership Framework Agreement 2d:
Leveraging the knowledge, experience and expertise in development co-operation.

Indicative Output: Several mechanisms of Russian expertise sharing are scaled up to support achievement of sustainable, scalable development impact in partner countries (Gen1)

Total resources required, in \$:	1,653,600
Total resources allocated, in \$:	1,653,600
UNDP parallel funding:	278,600
Russia-UNDP Trust Fund for Development:	1,000,000
UNV parallel funding:	83,000
UNV in-kind	117,000
UNDP in-kind	55,000
Moscow State Institute of International Relations (MGIMO University) parallel funding	30,000 (TBC)
Remaining funds of the Phase I	90,000 (exact sum TBC)

Agreed by (signatures):

UNDP

Rastislav Vrbensky, Deputy Regional Director, Regional Bureau for Europe and the CIS

Date: 29/6/18

I. DEVELOPMENT CHALLENGE

The complex challenges associated with achieving the 2030 Agenda require impactful, scalable partnerships, innovative approaches and integrated ways of working to bring development solutions to scale. Multi-stakeholder partnerships are expected to serve as an important vehicle for mobilizing and sharing knowledge, expertise, and technologies to support countries in overcoming various development challenges. Reducing gender inequality and empowering women is also an important means to accelerate sustainable development. When women can play a full and equal role in social, economic and political life, economies are stronger, communities are more inclusive and resilient, and political priorities tend to emphasize more inclusive development priorities.

Globally, countries seek support in skills and expertise to achieve the SDGs. Many programme country Governments have recognized the need for additional system capacities in fields such as planning, finance, data and analytics, equality and universality (leaving no one behind), gender equality, innovation and partnerships, amongst others, to be able to apply integrated, multidimensional approaches. Intensive consultations in the run up to the adoption of the 2030 Agenda for Sustainable Development revealed that technical assistance is needed to strengthen developing countries' scientific, technological and innovative capacities to move towards more sustainable patterns of consumption and production. Capacity building and knowledge sharing is required to enable use of environmentally sound technologies, enhance agricultural productive capacity in developing countries, facilitate adaptation to climate change, extreme weather, drought, flooding and other disasters. Underpinning the development challenges is a set of core development needs, including the need to strengthen gender equality and the empowerment of women and girls, and to ensure the protection of human rights. Experience and expertise of development partners is key for proper management of national and global health risks. The 2030 Agenda committed to providing trade-related capacity building for developing countries, including for the promotion of regional economic integration. Advisory support is required to enhance inclusive and sustainable urbanization and capacity for human settlement planning and management. Strengthening statistical capacities in developing countries is another important dimension of expertise sharing to both achieve the SDGs and track the progress of their implementation.

In the countries of Eastern Europe and Central Asia, capacity development needs also remain significant. As they have made significant progress in poverty reduction in the years leading up to 2015, innovative solutions and international expertise remain one of the important means to support major strategic goals of the country's development and attaining the SDGs by 2030. Technical assistance is needed in various thematic areas, from helping mitigate the energy-, environment-, and climate-related risks, to improving access to quality health care and enhancing opportunities for productive employment, especially among youth.

As countries are testing their new approaches and constantly looking for effecting solutions, there is a need for mechanisms to respond to this ad-hoc demand quickly and effectively. Lack or relative scarcity of such mechanism might pose a significant **development challenge** for the partner countries. Providing timely, relevant and high quality technical support is core to UNDP work globally and in the Europe and CIS region.

The **UNDP Strategic Plan 2018-2021** sets out the direction for UNDP to support countries to end extreme poverty, reduce inequality, advance gender equality and the empowerment of women and achieve the goals of the Agenda 2030. Essential instruments of the work are solutions exchange, promotion of innovations, knowledge-sharing, leveraging expertise and building capacity of partners.

The Strategic Plan foresees the establishment of the global development advisory and implementation services platform. They would serve a dual purpose: firstly, to provide high-quality technical and policy advisory support to country platforms and UNDP country programmes; and secondly to support UNDP global knowledge, innovation and partnership-building efforts within the UNDS, as well as with IFIs and a wide range of other partners. The global platform will facilitate the development of innovative, data-driven solutions built on improved data and analytical capacities and a strong knowledge management platform. A core responsibility of the global platform will be to facilitate UNDP efforts to capture, disseminate and help implement these solutions through South-South and triangular cooperation approaches.

In the upcoming period of the Strategic Plan, 2018-2021, UNDP will work to: (a) Develop integrated policy and programmatic content; (b) Strengthen collaborative engagement, partnerships and coordination with other development partners in the priority areas of poverty eradication, gender equality and women's

empowerment, building and sustaining peace, climate change and sustainable data; (c) Mainstream gender equality and women's empowerment and South-South and triangular cooperation across operational programming.

The diversity of the region and its development challenges often preclude the application of one-size-fits-all regional cooperation paradigms. In that context, the consolidation of partnerships with non-traditional development actors, highlighting that UNDP has become the central multilateral development partner for the new donors in the ECIS region, helping to systematically mobilise their knowledge and resources for the benefit of programme countries shows the importance of the cooperation platforms established with the Governments of Czechia, Kazakhstan, Romania, the Russian Federation, Slovakia, and Turkey. Therefore over the years UNDP successfully developed regional, multi-stakeholder platforms that allow the sharing of knowledge and expertise in the context of triangular cooperation. The landmark Partnership Framework Agreement with the Russian Federation, leading to the creation of a \$25 million Trust Fund for ECIS programme countries, hosted by the Regional Programme was a strong manifestation of this approach.

The Russian Federation has been an active provider of expertise for developing countries and stays committed to use the achievements in science and technology to contribute to the implementation of the 2030 Agenda for Sustainable Development. Concept of the Russian Federation's State Policy in the Area of International Development Assistance provides for “the transfer of expertise with a view to strengthening institutional and human capacity in the areas of health, education, environmental protection, disaster management, counter-terrorism, etc.¹”.

Russian experts possess both local experience, highly relevant for the local context in Eastern Europe and Central Asia, and international expertise accumulated via strong international cooperation of Russian think tanks and educational institutions. Russia is actively sharing its know-how in pediatric care, children and mothers health protection, HIV response, sanitary and epidemiological safety, food security, education quality assessment, emergency response, financial monitoring, and so on. For example, Russian epidemiologists, virologists and laboratory workers have been providing technical assistance to the Guinean authorities in preventing the spread of Ebola². The Social and Industrial Foodservice Institute supports capacity development for the national school feeding programs in several partner countries, consults on issues of food quality and safety. EMERCOM provides capacity development assistance in the area of emergency preparedness and response. Other examples of institutions that facilitate knowledge exchange include the Eurasian Center for Food Security, the Center for International Cooperation in Education Development, the International Training and Methodology Centre for Financial Monitoring and many others.

The implementation of the first phase of the Knowledge Management and Capacity Building project confirmed that Russian expertise is highly relevant for the development challenges partner countries are facing. That is especially true for the CIS countries. Russia can offer a wide array of the know-how and experience, from creating start-up infrastructure to improving statistical monitoring of tuberculosis occurrence. In addition to national expertise, Russian specialists possess knowledge of the best international approaches while also practical experience of its application in the context of Europe and CIS region. Survey of the UNDP Country offices (CO) in 2017 revealed great interest for Russian expertise and rising awareness about it, although limited actual experience of engaging Russian experts. The Survey findings – awareness on availability of Russian expertise can be found in the Annex 1.

Feedback on Russian Experts on Demand:

“Extremely useful to learn from the experience of a country that passed a similar development process related to the old systems of disability assessment. The array of rehabilitation services provided by the Russian Government, including the consideration of social aspects and employment opportunities for persons with disabilities, is commendable and worth learning from” – Anna Hakobyan, Head of the Division, Ministry of Labor and Social Protection, Armenia

¹ Concept of the Russian Federation's State Policy in the Area of International Development Assistance, URL: http://www.mid.ru/en/foreign_policy/official_documents/-/asset_publisher/CptlCk6BZ29/content/id/64542

² Russian contribution to international development assistance in 2014 URL: http://minfin.ru/common/upload/library/2015/10/main/Russian_contribution_to_the_international_development_assistance_in_2014.pdf

Given the great potential of the international expertise to contribute to sustainable development in the partner countries and increasing demand for Russian expertise, the project offers the possibility of scaling-up and enhancing further the demand-driven support offer in the guise of tangible solutions that were piloted during the first phase of the Knowledge Management and Capacity Building project and streamline the provision of Russian development expertise to benefit partner countries to end extreme poverty, reduce inequality, advance gender equality and the empowerment of women and achieve the goals of the Agenda 2030.

II. STRATEGY

Project's strategy stems from the UNDP Regional programme for Europe and the CIS for 2018-2021, Russia-UNDP Partnership Framework Agreement and Trust Fund Agreement. The strategy follows objectives of the SDG 17 and is rooted in the priorities of the UNDP Strategic Plan 2018-2021.

UNDP regional programme for Europe and the Commonwealth of Independent States, 2018-2021, is focused on regional public goods and common development challenges, identified in the country programmes of the region, that are best addressed regionally or sub-regionally. The regional programme supports and connects programme countries in capturing and sharing lessons learned and success stories, and in accessing regional and global expertise and cutting-edge research, including through triangular cooperation.

The **Partnership Framework Agreement (2015)** between the Government of the Russian Federation and UNDP foresees that Russia and UNDP collaborate in "leveraging the knowledge, experience and expertise in development cooperation, including by involving academic institutions and individual experts from the Russian Federation in accordance with UNDP's applicable rules, regulations, policies and procedures as set forth in UNDP's POPP when done through UNDP development projects/programmes".

The project follows the Russia-UNDP **Trust Fund for Development Agreement (2015)** provision on supporting knowledge management and capacity building projects, developed in partnership with and using the knowledge, experience and expertise of Russian ministries, agencies, think tanks, universities and NGOs involved in international development cooperation.

The strategy of the project and its main approaches draw on the modalities piloted during the **first phase of the Knowledge Management and Capacity Building project** in 2016-2018, funded by the Russian Federation and implemented by UNDP. The first phase of the project supported the creation of the expert database, Russian Experts on Demand Programme for UNDP country offices in various areas, information support to the implementation of the Partnership Framework Agreement, programme of internships and volunteering and development of the secondments programme for specialists from the Russian ministries to UNDP offices.



123 experts registered in **14** thematic areas of the database such as health, education, innovations, business development, trade, climate change, governance and others; database is daily searched by **9** new visitors from Russia, Armenia, Tajikistan, Uzbekistan, USA, Germany and other countries;



30 experts were engaged for small scale assignments in various areas from cybersecurity and hydrometeorology to urban planning and trade legislation; **86%** of the experts are evaluated by COs and national partners as 'excellent' on technical expertise, rest is 'very good' or 'good';



From 376 to 1053 rose the number of Russian specialists in UNV roster; UNV volunteers participated in the World Festival of Youth and Students in Sochi; Russian experts contributed to development of the Concept for Cooperation to Support CIS Youth Volunteer Movement that was endorsed by all member states;



11 interns from Russian universities supported Russia-funded projects and other initiatives of COs in Armenia, Belarus, Kyrgyzstan, Serbia and Tajikistan and in the regional hub by contributing to work on block chain, trade export strategies, small and medium enterprise.

Some **results of the first phase as of March 2018** include substantial progress on the expert database hosted by UNDP, Experts on Demand, volunteering and internships. Support was provided to Russia-funded UNDP projects in deploying Russian expertise, for example via facilitating links with Business incubator in the Higher School of Economics, Skolkovo School of Management, National center for agro consulting. Best practice sharing among Russia-funded UNDP projects was facilitated via the regional round table on are-based development programmes on 16-17 March, 2017 in Bishkek, Kyrgyzstan. More information on the results can be found in the Annex 9 and the Annual project report.

Lessons learnt during the first phase have informed the development of project's continuation. They are both programmatic, such as for example great demand for institutional expertise, and administrative. Key results and lessons learnt under the Phase I are summarized in Annex 2.

The main goal of the project is to scale up several mechanisms of Russian expertise sharing to support achievement of sustainable, scalable development impact in partner countries.

The strategy to achieve this goal will be two-fold:

- Several knowledge and expertise sharing modalities, such as Russian Experts on Demand, introduced and piloted at the phase 1 will be further supported;
- Expert base on international development assistance in the Russian Federation will be supported by giving an opportunity of hands-on practical experience in development assistance. Both current and future human resource base will be supported via internships and secondments modalities.

The project is structured around **4 main activities**:

1. **Database of Russian experts for international development and Russian Experts on Demand Programme.** Work on the database and Experts on Demand is consolidated under one activity to allow for synergies and smoother implementation of both modalities. As the database is growing, it serves as a convenient source to find experts for particular on demand assignments. At the same time, experts when applying to the database can be sure that it is actively used.
2. **Knowledge sharing under the Russia-UNDP partnership.** With the growing number of Russia-funded UNDP projects (21 as of March 2018) more assistance is required due to increasing demand for specific expertise and to link project teams with the relevant sources of Russian expertise. As previous experience has shown, Russia-funded projects serve as a good entry point for wider use of Russian expertise by a wider range of projects. Best practice sharing among Russia-funded project would be also supported based on successful experience of the first phase.
3. **Volunteering programme.** The cooperation between UNV, UNDP and the Russian Federation is expanding and strengthening year by year and reaching new levels. Via parallel funding modality UNV will further support the increase of qualified Russian citizens in the UNV roster, identify entry points for increased volunteer mobilization under the UNV modality within the UNDP project portfolio, promotion of volunteerism in CIS with the focus on large-scale public events, preparations to the global technical meeting 2020 on volunteerism for development, enhanced partnerships.
4. **Internships and secondments programme.** Activity will arrange hiring interns and secondees to facilitate contribution of interns and secondees to UNDP COs work on sustainable development agenda while simultaneously enhancing their professional background.

Gender equality issues will be addressed in all project activities. Particular attention will be paid to gender parity in reaching out to stakeholders and beneficiaries during the project implementation. The project will provide equal opportunities to beneficiaries and to suppliers and will ensure that women and men receive comparable benefits from the project activities.

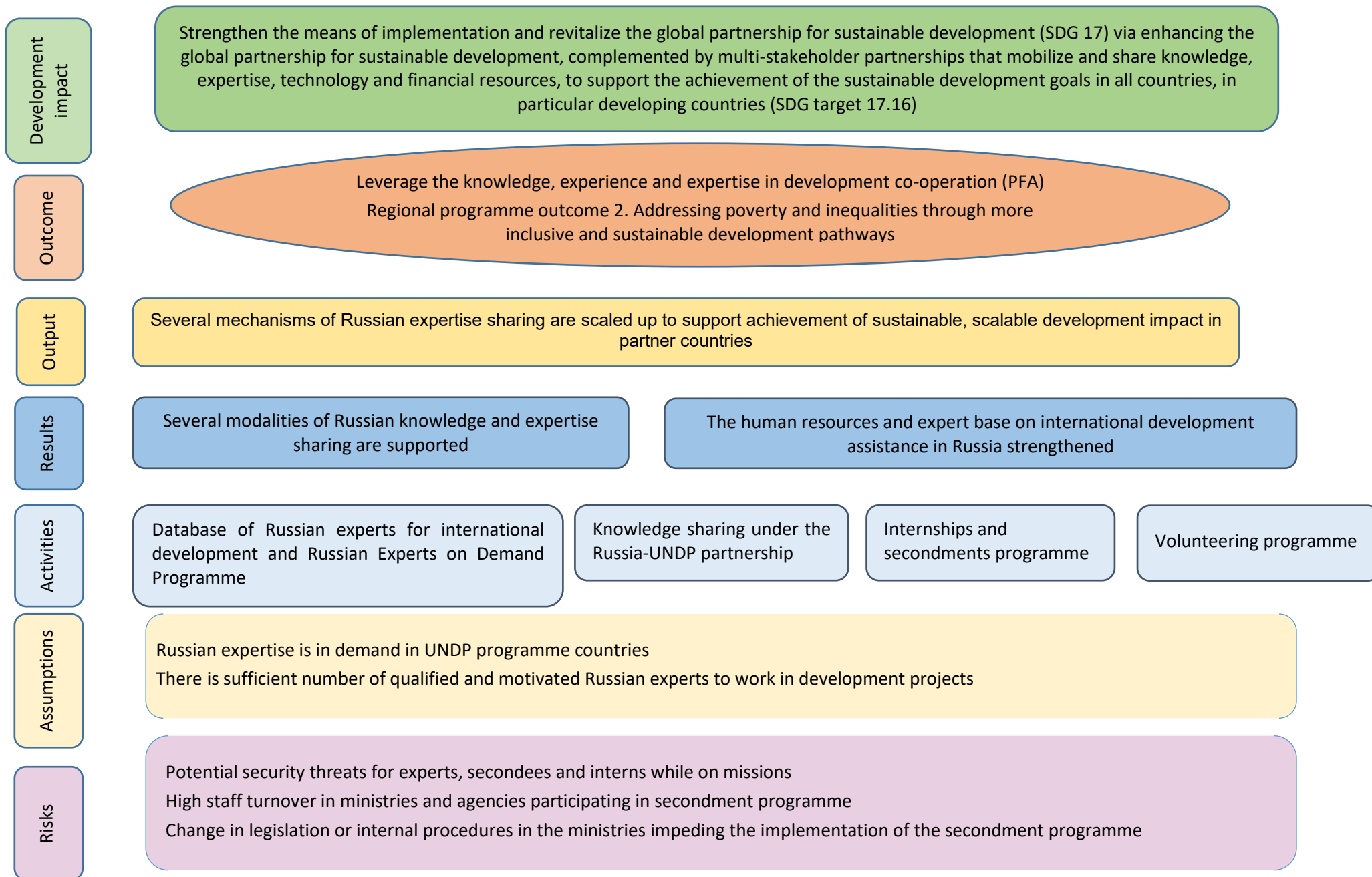
A theory of change diagram is provided below, presenting the analytical flow from the development impact level (SDG) to overall outcome (Partnership Framework Agreement) and output (project goal), to project level results and planned interventions (activities). The theory of change will be regularly reviewed and updated if and when needed through the Project Board mechanism.

Duration: project activities will be implemented over 3-year period from the 1st of July, 2018 allowing for long-term involvement of institutional expertise and gradually evolving partnerships.

Geographic eligibility for the specific activities would be determined by the Project Board, but it is assumed that the focus would remain on Europe and the CIS region.

The project will continue promoting women's participation and engagement in the implementation of all project activities and include the gender equality expertise as one of knowledge sharing areas. Moreover, the project will facilitate the involvement of Russian experts and official in regional debates and conferences on gender equality issues.

The project will also strive to actively promote women's expertise and participation in all project activities in particular in sector of expertise that are usually dominated by men (technologies, financial sector, IT etc.)



III. RESULTS AND PARTNERSHIPS

Expected Results

The expected output of the project is *Several mechanisms of Russian expertise sharing are scaled up to achieve sustainable, scalable development impact in partner countries*. This will be accomplished by achieving the specific development results by supporting national partners in programme countries via several modalities of knowledge and expertise sharing and by strengthening the human resources and expert base on international development assistance in Russia.

Activity 1. Database of Russian experts for international development and Russian Experts on Demand Programme

To ensure synergies work on the expert database and Experts on Demand Programme will be synchronized. Use of the database would shorten the time needed to locate relevant expertise for the Expert on Demand assignments. Regular contracting of the experts from the database would be one of the ways to ensure that experts are motivated to apply to it. At the same time, if needed expertise can be sourced outside of the database and newly identified experts would be invited to the database contributing to its growth. The approach was piloted during the third call for proposals for the Experts on Demand Programme in 2018. When submitting proposals COs were asked to consult the database to see if available expertise has been already identified.

Activity 1.1. Database of Russian experts for international development

The database of Russian experts for international development was established during the first phase at <http://expertsfordevelopment.ru>. The database, hosted by UNDP and managed by UNDP Partnership Analyst-project staff, will be maintained and further developed. Database can be also accessed following a link from the Russian Ministry of Finance website (www.minfin.ru/ru/). The database:

- ✓ contains verified, regularly updated profiles of motivated experts with the relevant work experience for development assistance projects;
- ✓ is regularly updated and new thematic areas are added;
- ✓ is available to all users without registration.

Following **results** will be achieved by database maintaining and development:

- involvement of Russian experts in the implementation of development programs around the world is facilitated by enabling partner countries, Russian ministries, UNDP country offices, international organizations, including development banks, and other stakeholders to promptly locate appropriate Russian expertise needed for development assistance projects;
- Russian experts are provided an opportunity to promote their expertise, products and innovative solutions;
- visibility of the knowledge management work under the Partnership is ensured by regular updates and news on the webpage.

As of March 2018, the database contains **123 expert profiles** in **14 thematic areas**. In early 2018, COs were asked on what additional expertise might be relevant for their national partners. Suggestions included disaster risk reduction related fields, tourism development, digital government services and other fields of desired expertise to be added to the database. The database will further thematically developed.

Lessons learnt during the first phase have informed action plan for the database. For example, majority of experts do not fill in the English part of their profile even when they are fluent in English, however when more field are made mandatory, less experts are expected to go through registration. Only every second invited expert has actually registered in the database. Invited experts are busy professionals with limited time for such applications. For the second phase, it is proposed to continue the approach when experts are not overloaded with the application, but then administrator translates and if necessary edits the application before it is posted. Thus, expert profiles will be more complete in both languages and the database will stay searchable by key words and other methods.

Actions to implement the activity would include a variety of tasks with key attention to be paid to ensuring that the database actually works and stays relevant both for the experts and users of the expertise. Specific actions will include:

- Regular monitoring of UNDP vacancies for international consultants, posting vacancies on the site and sending notification to the experts from the relevant sphere;
- Continued communication with UNDP offices to inform them on the database opportunities, ask about thematic needs in expertise, search for and invite new experts accordingly;
- Continued invitation of new experts, assessment of their applications, assurance of the quality of the profiles, including by providing the translation into English when needed;
- Once a year kindly asking registered experts to update their profiles and collect their feedback on the database, make changes if needed;
- Sharing the information on the database widely to the potential users of Russian expertise outside of UNDP, liaison with international organizations, Russian ministries and implementing agencies of development projects, presentation of the database at relevant events;
- Development of a guidance for Russian experts on application process for international development jobs and posting it on the website as first phase revealed that many experts have similar questions related to application, financial offers, and so forth;
- A special entry open only to the UNDP COs staff could be introduced to enable sharing evaluations and deliverables of the experts that have already provided consultancies;
- Ensuring the correct indexation of the webpage in the search engines, catalogues, RSS, to enable finding the database and experts by internet users.

The project will seek to invite to the database Russian experts specializing in the gender-related fields to ensure the UNDP partner countries awareness about the database and the possibility to engage these experts for assignments.

Scope of work to maintain the current database also includes various technical aspects related to hosting, backup copies and so forth, finalization of the procedures on registering the database in Roskomnadzor roster, performance of all procedures related to storing personal information, monitoring of the webpage characteristics and visitor's information at the Yandex metrics.

In addition to the maintenance of the database, its further development might include adding new sections and functions to the website, such as for example, a roster of institutional expertise with profiles of Russian institutions (not individual experts), repository of useful resources, for example on SDGs or other issues related to development cooperation.

Activity 1.2. Russian Experts on Demand Programme

The Russian Experts on Demand Programme provides an instrument for knowledge and know-how sharing via rapid deployment of Russian experts for on demand small-scale interventions and consultancies and peer-to-peer knowledge sharing.

Results expected to be achieved under the activity include:

- development impact is achieved in the specific intervention area by Russia expert's contribution via small scale feasibility studies, on-site assessments, scoping missions, trainings, workshops, conference contributions, and various types of bilateral consultations;
- Russian expert's portfolio of international development work is enhanced by enabling them to be more competitive on the consultancies market and contributing to wider use of Russian expertise;

Additionally, two initially unintended positive outcomes were identified during the first phase and are expected in the second:

- institutional exchanges and more horizontal linkages are facilitated by initiating communication under the assignment that continues afterwards (during the first phase such collaboration was facilitated between Russian and Cuban Hydromet agencies);

- awareness of the COs and national partners on the Russian expertise is raised leading to its greater engagement of Russian experts outside of this project (during the first phase project team was asked to locate Russian experts to be hired for projects not funded by Russia).

Initially **under the first phase**, 18 assignments were foreseen to be supported under the Programme. However, due to the high demand and positive feedback, decision to support more assignments was taken by the Project board. Three rounds of the Programme were implemented in 2017-2018 with majority of the tasks in the form of individual expert assignments and short-consultancies. However, following modalities were also piloted: i) mentoring; ii) consultations by Russian civil servants, and iii) institutional engagement for the assignment.

Lessons learnt on under the first phase have been instrumental to elaborating the current approach. Institutional expertise (not initially foreseen by the project) was in high demand by COs meaning that for one task one institution can be engaged and commission different experts for different parts of the task. Assignments benefit if national and Russian expertise are combined: two various perspectives are presented and national experts can learn from Russian specialists. Such assignments were undertaken in Belarus, Cuba and Kyrgyzstan during the first phase. Expertise sharing is enhanced if both Russian expert comes to the partner country and national partners visit Russia to see first hand Russian experience and engage with more stakeholders. For many tasks, 20 day limit per assignment was seen as a constraint.

A few procedural lessons were also drawn. COs should be better informed on the variety of the Russian expertise that could be requested (that will be achieved by synergies with the database). COs and national partners need support on the ToRs to make them relevant for Russian context³. A certain level of flexibility should be foreseen for the duration of the contracts and TOR preparatory work, as some external issues (like the change of the focal point in National Government) can increase the timing needed.

Following **modalities** will be supported based on the piloting experience during phase I:

1. small-scale assignments by individual experts for up to 20 working days (with a possibility of flexibility for some cases) over 3-4 months period, with 1-2 missions to the partner countries (individual contact);
2. mentorship by individual experts for 20 working days (with a possibility of flexibility for some cases) over up to 1 year period with 1-2 initial missions to the country, but with majority of the support provided via online communication (individual contract);
3. consultancy by a Russian institution, with 2 or more individual experts to be involved providing support to a national partner in programme country and limited funding available for national partners visits to the institution in Russia (institutional contract or reimbursable loan agreement or several individual contracts plus limited national partners travel expenses).

Due to a different nature of engaging civil servants employees and different procedures of their engagement (including absence of a contract), this modality will be supported under Activity 2 of the project. At the same Russian ministries will be contacted to source individual experts from subordinate organizations and institutes, as it was successfully done under the first phase with Roshydromet thanks to the support of MFA.

Geographical eligibility for the call for proposals under the Programme will be set by the Project Board. After that, the following **procedures** will apply:

1. Call for proposals;
2. Evaluation of proposals and preparation of funding decisions;
3. Project Board is informed on the results of the selection;
4. Development of the final TORs for experts – Russian citizens jointly with COs;
5. Final TORs agreement with national partners;

³ Often TORs combine various types of expertise for one task making it hard to identify one expert: for example, satellite image processing from a technical point a view and water resource availability forecast based on satellite images. In some countries, especially small ones, such tasks might be performed one person, but in Russia they are deeply specialized and TORs should be changed accordingly.

6. Search for expertise:
7. Competitive selection of the expert by the CO jointly with national partner, expert is contracted by the CO;
8. Consultancy;
9. Intermediate and final reporting by the expert;
10. Payment to the expert after the acceptance of deliverable(s) by the national partners;
11. Evaluation and feedback is collected from COs and includes inputs by national partners.

To make the hiring process smoother, a possibility to enlarge the representation of Russian experts in the Roster of vetted experts will be considered. This is an internal UNDP roster for easier procurement and it does not substitute the work on the expert database.

Activity 2. Knowledge sharing under the Russia-UNDP partnership

With the growing number of UNDP Russia-funded projects (21 as of March 2018) more assistance by the Moscow based partnership team is required to link project teams with the relevant sources of Russian expertise. Russia-funded UNDP projects serve as a good entry point for wider use of Russian expertise by a wider range of projects.

The Activity will be aimed at providing information, coordination and technical support to the implementation of the Partnership Framework Agreement in the knowledge management dimension.

Expected results to be achieved under the activity include

- Eligible UNDP Country Offices are supported in gaining access and deploying Russian expertise for the Russia-funded projects and other initiatives;
- Knowledge sharing among Russia-funded UNDP projects is facilitated to ensure cross fertilization with ideas and more efficient implementation based on the best practices and lessons learnt of the similar projects;
- Expertise of the Russian civil servants is shared contributing to solving relevant development task in the eligible UNDP programme countries;
- Implementation of the UNDP-Russia Partnership Framework Agreement and Trust Fund for Development Agreement is monitored in regards to visibility and knowledge sharing to inform introduction of the news approaches and practices if needed;
- Visibility of the Partnership and its knowledge management dimension is ensured by facilitating Partnership consultations, preparation of the annual report and various visibility materials.

Support to national capacities through the project activities will be built on foundations of inclusive and accountable governance, together with a strong focus on gender equality, the empowerment of women and meeting the needs of vulnerable groups, to ensure that no one is left behind.

Under the **first phase**, similar activity was supported and **several lessons** were drawn for the current approach.

Initially the project supposed to hold seminars on the SDGs in Russia, but further consultations with stakeholders revealed that it would be more effective to have workshops in the programme countries. A regional round table held in March 2017 in Kyrgyzstan facilitated exchange of insights, ideas and experiences on the design, implementation and assessment of area-based programmes funded by Russia, with participants from UNDP Country Offices in Armenia, Kyrgyzstan and Tajikistan. Feedback on the usefulness of such exercise was very positive and the same approach will be used for the second phase. Knowledge sharing among project teams in UNDP the country offices would be complimented by Russian expertise. As initially discussed with COs the next workshop might take place in Armenia on innovations and in Serbia on trade facilitation. Almost all Russia-funded UNDP projects have some innovation or trade related components.

All Russia-funded UNDP projects are required to foresee partnership with the Russian Federation, including in expertise and knowledge sharing. The experience has shown that it is often hard to establish such links without the support of the UNDP Moscow-based project team. The project team was involved in initiating links with Russian organizations and organizing study tours to Russia, for example with the Business incubator under the Higher School of Economics, Skolkovo Management School and its TVET project with ILO, Russian ministries such as EMERCOM. Involvement of the Federal Center of Agricultural Consulting Services in the trainings to Osh farmers is facilitated for the Integrated Osh area-based development programme in Kyrgyzstan. Involvement of Russian experts and representatives of the Federal Service for Hydrometeorology and Environmental Monitoring of Russia (Roshydromet) is sought for the feasibility of the establishment of a Pacific-based Regional Training Center in line with the World Meteorological Organization methodology to be implemented under the Disaster resilience for Pacific small islands developing states project. Attempts to facilitate involvement of Russian expertise have not always been successful as for example with the Federal Service for Veterinary and Phytosanitary Surveillance (Rosselkhoznadzor) for the UNDP project in Serbia, but lessons learnt from such efforts are even more useful.

With the growing number of Trust Funds projects and their wider thematic and geographic scope, more assistance by the Moscow-based partnership team would be devoted to facilitating Russian expertise engagement in UNDP projects, while the costs of actual expert contracts will be borne by respective project.

Actions to implement the activity would include:

- Support to Russia-funded and other UNDP projects (including projects at the proposal stage) in locating appropriate Russian expertise and establishing working connections;
- Organization of the workshops or community of practice events for Russia-funded projects on specific topic with a lead UNDP CO and engagement of Russian experts;
- Organization of SDG acceleration support on demand sessions in programme countries in the region with the engagement of Russian and international specialists including on gender-related issues. The concept for such practically-oriented expert support would be elaborated based on the identified countries' needs as a results of UNDP MAPS missions;
- Support for Russian civil servants consultancies to programme countries in line with UNDP rules and regulations and Russian legislation;
- Facilitation of participation of Russian officials and experts in UNDP regional and global events;
- Holding of annual Partnership consultations that serve as a fora to communicate with a variety of Russian institutions and especially Federal Ministries; preparation of the reports and other materials for the Consultations;
- Monitoring of the knowledge management and visibility dimensions of the Russia-funded UNDP projects, advisory support to the COs; preparation of the reports on the Trust Fund for Development Communication and Visibility strategy implementation;
- Support to organizing monitoring missions on Russia-funded UNDP global, regional and country projects;
- Preparation of the visibility materials on the Partnership and its knowledge management work, including videos and infographic; support for the visibility events;
- Wide dissemination of UNDP procurement notices in Russian sources of information for exporters to raise awareness about open tenders by potential Russian bidders;
- Informing the wider public on the Partnership via updates to the social media, webpage, presentations at various UNDP events.

Activity 3. Internships and secondments programme

This activity focuses mainly on enhancing the human resource and expert base on international development assistance in the Russian Federation while achieving development impact in partner countries via interns and secondees contribution to UNDP work. While secondees and interns represent very different levels of

the specialists, administrative processes related to their deployment to UNDP COs have many similarities and for more efficient implementation they would be undertaken under one activity with the same project staff.

Expected results to be achieved under the activity include

- secondees and interns are given an opportunity of hands-on practical experience in development assistance, are better understanding of local context and practice in development assistance, thus contributing to Russian international development assistance human capacity development;
- during their assignment secondees and interns contributed to UNDP project work and specific development impact;
- secondees and interns share their experience and knowledge, contribute to strengthening partner relations between Russian and national institutions.

The project will ensure and promote women's expertise and participation in the Internships Programme to achieve gender equality and the empowerment of women.

Activity 3.1. Internships programme

Under the first phase, two rounds of the internship programme were organized and 11 students from the Russian universities had interned at UNDP COs in Armenia, Belarus, Serbia, Tajikistan, Kyrgyzstan and UNDP Istanbul Regional Hub mainly in the Trust Fund projects.

Approaches and lessons from the first phase informed the internship modality of the current project. The special approach was developed: interns are selected for the UNDP Moscow-based assignment and then are sent to the COs on mission, with minimum mission costs covered by the project. During the Moscow based part of the internships, students were introduced to the Partnership work and performed the Partnership and the project-related tasks. Experience has shown that interns are most successful when working for a particular project in COs with clear lines of accountability. Administrative lessons included higher cost of rent in programme countries for short durations. A few months or weeks rent is comparable to tourist prices rather than to local market. Intern allowance for this project is slightly raised.

Moscow State Institute of International Relations (MGIMO University) was highly represented in the internships programme in the first phase. Additional consultations with the University revealed that both MGIMO and UNDP would benefit from the cooperation on a joint internships programme. It will provide an opportunity for MGIMO selected students to obtain additional knowledge and practical experience in the development field and for UNDP to benefit from the knowledge and skills of MGIMO qualified and motivated recent graduates and students whose academic studies are relevant to its fields of work. On 24 May 2018, on the margins of the St. Petersburg International Economic Forum, Achim Steiner, the UNDP Administrator, and Anatoly Torkunov, the MGIMO Rector, signed the Memorandum of Agreement on establishment of a joint programme on internships. MGIMO will provide funds available to co-finance the Programme and cover the living costs of its students in the UNDP programme countries. Students still will be competitively selected following UNDP procedures, but given high interest and competence levels of the MGIMO students, it is expected that they would continue to constitute a significant part of the programme. The Memorandum can be found in the Annex 8.

The internships programme approach includes the **following steps**:

- Consultation with UNDP offices on terms of references;
- Announcement of the interns positions at UNDP corporate jobs website and widely distributing among the Russian educational institutions and student organizations;
- Selection procedure according to UNDP rules (CV, a motivation letter, and a Skype-interview);
- 2-3 weeks internship with the Moscow Partnership team with missions (8-16 weeks) to selected country offices and/or Istanbul Regional Hub.

Minimum qualifications required for an intern:

- Enrollment in a Graduate Programme (Master) in the field required for the programme;

- Written and spoken proficiency in English and Russian;
- Work and volunteer experience in the relevant field as an asset;
- Russian citizenship.

UNDP COs or Istanbul Regional Hub as host offices will provide interns with working space, computer, other equipment, transportation (for local travel to the projects sites), IT and communications and utility services within the period of their assignments.

The project covers and reimburses all respective costs of missions (travel, reduced daily subsistence allowance (\$900 per month), etc). The interns submit a medical certificate of good health prior to starting the internship. Upon return from the missions, the interns should provide back-to-office reports, and if accepted by UNDP, the latter will provide the interns with the certificates of internship completion, and recommendations letters, if required.”

Activity 3.2. Secondments programme

Under **the first phase**, the programme of secondments was to be designed and launched. As the modality requiring substantial procedural and legislative preparatory work, the iterative process of finding a common approach that would suffice UNDP regulations and Russian civil service norms took more time than initially envisaged. An in-depth and detailed elaboration of organizational and legal aspects in cooperation with the Russian ministries and UNDP COs was undertaken, including preparation of several TORs for potential secondees. As of March 2018, a prepared draft Protocol amending the Russia-UNDP Partnership Framework Agreement (PFA) and aiming to establish the programme of secondments for Russian specialists is in the process of being approved.

Secondees will be selected to work in UNDP Country Offices, primarily in the CIS countries as well as in UNDP HQ and Regional Units working at project, programme or portfolio level. Secondees must meet UNDP’s high recruitment standards in terms of qualifications and relevant experience. Interested candidates should hold an advanced university degree (Master’s or equivalent) and have a minimum of two years of working experience in the thematic areas required; they should be proficient in English (spoken and written) and hold Russian citizenship. Working knowledge of the language of the recipient country is considered an asset.

The project will ensure and promote women’s expertise and participation in the Secondments Programme to achieve gender equality and the empowerment of women.

The secondments programme will pursue the **following approach** to individual assignments:

- UNDP COs together with the project team prepare a TOR for a secondee and submits it to the relevant ministry of the Russian Federation;
- Sending ministry or agency nominates secondee candidates in accordance with established requirements (Master’s degree or equivalent, two years or more of working experience in required thematic area, English proficiency);
- Project Board is informed on the proposed secondments (TOR and candidacy);
- UNDP and sending ministry sign a Non-Reimbursable Loan Agreement (NRLA) on the secondment in line with the agreed procedures of the framework agreement / amendment to the PFA;
- Secondees sign a document provided by UNDP (an Undertaking) that is a part of NRLA;
- During the assignment secondees report directly to the assigned supervisor in the respective UNDP Country Office or Istanbul Regional Hub ;
- Upon the return from assignment, secondees continue his/her work at the sending ministry.

A secondee will be provided with a monthly living allowance/entitlement (mean value of \$4400 per month, to be adjusted to a specific country, at a level of daily substance allowance for respective countries for non UNDP personnel that is reduced daily substance allowance), compensation of travel cost on appointment and medical insurance.

UNDP COs or Istanbul Regional Hub as host organizations provide secondees with working space, computer, other equipment, transportation, IT and communications and utility services within the period of their assignments.

Activity 4. Volunteering programme

Volunteer component of the **first phase** intended to expand the number of qualified Russian professionals on the UNV roster, to demonstrate the value-added of UN Volunteers in UNDP programmes funded by Russia, and to facilitate the sharing of Russian experience and mutual learning on volunteerism. Various outreach activities contributed to the rise in the number of Russian nationals in the roster from 379 to 1053 candidates. UNV participation has been prominent at the World Festival of Youth and Students 2017, Sochi, Russia. Russian experience on volunteering has been shared widely, including workshop in Bishkek in 2017 for 40 volunteer coordinators in the CIS countries.

The Volunteering programme will promote gender parity in applications to the UNV Roster and selection of candidates and encourage competent women candidate to apply for further deployment in development projects as UN Volunteers.

One of the **lessons learnt** during implementation of the volunteer component concerned knowledge-sharing and exchange of experience in the form of webinars. Limited participation in webinars of CIS partners may be due to time constraints, online format, or a relative novelty of webinars in CIS region. To increase the coverage, short video clips were placed on websites of national partners in the CIS countries summing up the contents of webinars.

Volunteering programme under the second phase will be directly implemented by UNV with the following **expected results**:

- Increased deployment of Russian nationals in development projects as UN Volunteers;
- Increased number of qualified Russian nationals in the UNV roster (at least, 30% increase);
- Increased number of candidates and eligible organizations in the UNV online volunteering platform <https://www.onlinevolunteering.org/en> (at least, 35% increase);
- Analysis of the opportunities for volunteer mobilization under the UNV modality within the UNDP programmes;
- Supported preparations to the Global Technical Meeting on Volunteering 2020;
- Enhanced partnerships between UNV and Russian Federation.

More details on UNV implemented activity can be found in Annex 6.

Resources Required to Achieve the Expected Results

Funding-wise, Activity 1 requires most of the resources as it will support expert assignments, it is followed by internships and secondments. Resources for the project are provided by the Russia-UNDP Trust Fund for Development, UNDP and UNV in a parallel funding mode (the UNV confirmation letter can be found in the Annex 7). Parallel co-financing is also expected from MGIMO University for activity on internships (tentatively 24 person/month). UNDP COs will provide in-kind funding for internships (42 person/month), secondments (30 person/month) and holding of knowledge sharing workshops under Activity 2 (one workshop per year).

Given the nature of the project, costs will mostly consist of expert contracts, payments to secondees and interns, including living allowances and travel expenses, contractual services to maintain the expert database, individual contractual services to provide analytical and technical support for project's implementation.

Remaining funds under the Phase I of the project will be transferred to the Phase II after the Phase I financial closure. The funds will be mostly utilized for the Secondments Programme.

Partnerships

Partnerships are at the core of the project design. Examples of the partnerships from the phase I (apart from Project Board members) include Roshydromet, Rosstat, HSE, Skolkovo School of Management, Center for International Cooperation in Education Development (CICED), the Social and Industrial Foodservice Institute, the Eurasian Center for Food Security at the Lomonosov Moscow State University, MGIMO, National Training Foundation, Tomsk State University and much more.

The project will continue reaching out to the Russian ministries, agencies, federal institutions and research centers working in international development assistance to collaborate on specific sectors for the expert database, requests under the Russian Experts on Demand programme and participation of civil servants in secondments. Several Russia-funded UNDP projects has expressed interests in collaboration with the Federal Center of agricultural consulting services, that can offer a wide array of trainings on agriculture related themes, including rural tourism. Preliminary consultations with the Center have confirmed their willingness to share widely the expertise accumulated when working with Russian farmers. MGIMO is expected to play a stronger role in implementation of the internships programme, Russian volunteer organizations will be major partners in the Activity 4. Synergies will be ensured with the Russian-funded projects both via UNDP and other agencies.

Stakeholder Engagement

Stakeholders' engagement and participation remains key for the recruitment and deployment of Russian experts. Beneficiaries of the development assistance projects that will be supported by Russian expertise constitute an important stakeholder group. Their engagement into the project design has been ensured by collecting feedback via the UNDP COs on the expertise provision under the Phase I. Further engagement will be ensured by the communication with UNDP Country Offices that will collect national partners' feedback.

COs were consulted on the current project proposal via a webinar session in March 2018 specially organized by the project team. The consultations have confirmed interest of the COs and their national partners in future provision of Russian expertise. COs have also shared their feedback and suggestions on the project modalities. Minutes of the consultations can be found in the Annex 3.

The stakeholders of the project also include Russian specialists with various levels of professional experience: experts, secondees, volunteers and interns. Experts and interns deployed under the Phase I have been regularly consulted and their feedback has formed the lessons learnt that have informed the current approaches to project implementation.

Risks and Assumptions

Risk analysis is attached (Annex 4).

Triangular Cooperation

The project uses the triangular cooperation modality in a form of 'Russia-UNDP-partner countries' to facilitate sustainable, scalable development impact in partner countries through the programmatic promotion of several mechanisms of Russian expertise transfer. Russia provides financial support and serves as a source of expertise. UNDP applies its know-how and experience in facilitating knowledge sharing and supporting capacity building of development donors. Partner countries are the ultimate beneficiaries of the project.

Experience gained by implementing the phase I of the project has been shared with partners, for example Turkey, contributing to potential replication of the triangular cooperation modality piloted by Russia and UNDP.

Knowledge

Capacity building on knowledge management is the key objective of the project. The project will facilitate sharing of Russian knowledge relevant for development assistance projects in the partner countries. Knowledge products developed during the project, including expert's reports, Russia-UNDP Partnership

reports and others, will be shared with wider audiences and main stakeholders. Results of the project will contribute to mapping of available Russian development expertise and its potential, thus providing insights that can be used in Russian development assistance planning. Via the Russian Expert Database webpage the project will create visibility for Russian expertise and knowledge. The project will identify and participate, as relevant and appropriate, in scientific, policy-based, and/or any other networks, which may be of benefit to project implementation through lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects as has been the case with lessons learnt under the first phase.

The project will ensure a simple communications plan is in place, replete with the following outputs and activities including through the expertsfordevelopment.ru website created:

- Increase joint positioning, through blogs, news pieces and possible media outreach, of UNDP, UNV and Moscow State Institute of International Relations, by promoting the advantages of volunteerism, internships and Russian expertise
- Promote results to facilitate continued engagement and support from stakeholders
- Reach out to youths and government counterparts on social media

Sustainability and Scaling Up

The project will ensure sustainability via dedicated work with partnerships and raising awareness on the Russian expertise contribution to sustainable development. As the phase I has demonstrated Russian experts are deployed for task funded by other donors as one of the project's positive outcomes. The database of Russian experts also supports development impact wider than the project's reach by making information on Russian expertise widely available. Rising levels of awareness of Russian audiences on volunteer opportunities and greater availability of materials on UNV in Russian will lead to sustained levels of applications for the UNV roster due to a snowball effect. Returned secondees, volunteers and interns will possess deeper knowledge of development context in partner countries and relevant field experience. Their enhanced qualification is expected to benefit not only their work, but also to have spillover effects via knowledge sharing with colleagues and partners.

The sustainability of the interventions in the partner countries supported by the Russian expertise via the project will be assured at the stage of rigorous selection of expert, secondee, volunteer or intern for the assignment and development of TOR for each assignments.

By deploying Russian experts for field assignments, the project will make them more competitive in development assistance consultancies market and promote utilization of Russian expertise beyond the project's reach.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Cost efficiency and effectiveness will be achieved by leveraging activities and partnerships with other initiatives, such as ongoing UNDP projects financed by Russia, research and expert centers participating in Russian development assistance, UNV initiatives, etc. The project dwells on the previous experience that have identified the most effective and efficient modalities of Russian expertise sharing for greater development impact. By scaling them up, greater efficiency and effectiveness is expected to be achieved.

Project Management

The project will be directly implemented by UNDP Regional Hub for Europe and the CIS in Istanbul (IRH), in line with UNDP's Programme and Operations Policies and Procedures. UNDP IRH will be responsible for overall management, backstopping and monitoring of the project. The project will be overseen by the New Partnerships and Emerging Donors Team in the IRH as per the project organization structure presented in Section VIII below. Project team will be outposted in Moscow. The project will use the capacity of UNDP Country Offices in deploying Russian experts to make the administrative cost more efficient.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the Regional Programme Results and Resource Framework: Regional programme outcome 2. Addressing poverty and inequalities through more inclusive and sustainable development pathways

Output 2.3. Enabling environment strengthened through diverse partnerships to expand opportunities for public and private sector, including alternative financing, for achievement of the SDGs

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

Output Indicator 2.3.1. Number of new partnerships with emerging donors and other stakeholders (including through South-South and triangular cooperation), regional and financial mechanisms created and sustained in support of the SDGs

Applicable Output(s) from the UNDP Strategic Plan: Strategic Plan outcome 1. Advance poverty eradication in all its forms and dimensions

Project title and Atlas Project Number: 111918 Knowledge Management and Capacity Building in Russia-UNDP Partnership, Phase II

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS			Data collection methods & risks
			Value	Year	Year 1	Year 2	Year 3	
Output 1 <i>Several mechanisms of Russian expertise sharing are scaled up to support achievement of the sustainable, scalable development impact in partner countries</i>	1.1 Number of people (disaggregated by gender) registered in database of Russian experts for international development	<i>Database statistics</i>	To be set at project start	2018	20% increase as compared to the baseline	20% increase as compared to year 1	20% increase as compared to year 2	Number of active profiles in the database
	1.2 Quality of the performance under Russian Experts (disaggregated by gender) on Demand assignments improved	<i>Individual Contract Performance Evaluation Form</i>	n/a	2018	60%	70%	75%	Number of experts (disaggregated by gender) ranked 'excellent' or 'very good' for technical expertise and quality of reports
	1.3 Level of satisfaction of returned secondees and interns with the contribution of the secondment or internship experience to their professional development (disaggregated by gender)	<i>Survey of returned secondees or interns</i>	n/a	2018	In accordance with expectations	Above expectations	Above expectations	Feedback questionnaires and perception surveys
UNV parallel implemented activity 4	UNV 1 Number of active profiles of Russian specialists in the UNV roster (gender-disaggregated)	<i>UNV Roster statistics</i>	To be set at project start	2018	30% increase	30% increase	30% increase	UNV Russian Candidates Statistics
	UNV 2 Number of Russian nationals and organizations on the Online Volunteer roster (gender-disaggregated figures)	<i>UNV Online Volunteer statistics</i>	To be set at project start	2018	35% increase	35% increase	35% increase	<i>UNV Online Volunteer statistics</i>
	UNV 3 Number of Russian nationals deployed as UN Volunteers (gender-disaggregated)	<i>UNV statistics</i>	To be set at project start	2018	5% increase	20% increase	20% increase	UNV Statistics

VI. MONITORING AND EVALUATION

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analyzed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	UNDP CO	Project staff cost
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP CO	Project staff cost
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP CO	Project staff cost
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		Project staff cost
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP CO, Russian ministries (MFA, Ministry of Finance, Ministry of Economic development)	Project staff cost

Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	In the project report of 2017, the lesson learnt will be analyzed and suggestions for potential scaling up should be presented.	UNDP CO, Russian ministries (MFA, Ministry of Finance, Ministry of Economic development)	Project staff cost
Project Review (Project Board)	The Project Board will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	UNDP CO, Russian ministries (MFA, Ministry of Finance, Ministry of Economic development)	Project staff cost

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Project Evaluation	n/a	1. Advance poverty eradication in all its forms and dimensions	2. Addressing poverty and inequalities through more inclusive and sustainable development pathways	2021	UNDP COs, National partners, Russian ministries, experts who took part in the programme	\$10,000 – Project budget

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	DESCRIPTION	Planned Budget by Year (in USD)				Responsible party	PLANNED BUDGET		
			Y1 Jul-Dec 2018	Y 2 2019	Y3 2020	Y4 Jan-Jun 2021		Funding Source	Budget Description	Amount in USD
Output 1 Several mechanisms of Russian expertise sharing are scaled up to support achievement of the sustainable, scalable development impact in partner countries (Gen 1)	Activity 1 Database of Russian experts for international development and Russian Experts on Demand Programme	Contracts with institutions, Experts on Demand Programme	0	27000	27000	27000	UNDP (001981)	TFD	72100 Contractual Services-Companies	81,000
		Hosting and IT support of the experts database	2000	3000	3000	2000		TFD	72100 Contractual Services-Companies	3,000
						UNDP		72100 Contractual Services-Companies	7,000	
		Contracts with individual experts, Experts on Demand Programme (42 experts)	35000	117000	117000	48600		TFD	71200 International Consultants	317,600
		Activity implementation and analytical support	10080	20160	20160	10080			71400 Service Contracts-Ind / 71500 UNVolunteers-Allowan	60,480
			3751	7501	7501	3751			71400 Service Contracts - Individuals	22,504
	Subtotal for Activity 1									491,584
	Activity 2 Knowledge sharing under the Russia-UNDP partnership	Production of visibility materials, videos, printing of reports	0	5000	10000	10000	UNDP (001981)	TFD	74200 Audio Visual& Print Prod Costs	25,000
		Knowledge sharing workshops among Russia-funded project	1000	2000	2000	1000				6,000
		SDG acceleration support on demand	0	5000	10000	10000		TFD	71200 International Consultants	25,000
		Activity implementation and analytical support	15002	30005	30005	15002		UNDP	71400 Service Contracts-Individuals	90,014
		Expertise provision by Russian civil servants	2500	8000	8000	2500		TFD	71600 Travel	21,000
		Monitoring missions, knowledge sharing workshops in COs	3000	5000	6000	3000		UNDP		17,000
	Subtotal for Activity 2									184,014
	Activity 3	Internships programme, travel and allowances (36 person/month)	6800	13600	13600	6800	UNDP	TFD	71600 Travel	40,800

Internships and secondments programme	Secondment programme, travel and allowances (48 person/month)	15200	56700	56700	31400			71600 Travel	160,000 ⁴
	Activity implementation and analytical support	9377	18753	18753	9377			71400 Service Contracts-Ind	56,259
	Subtotal for Activity 3							257,059	
Activity 4 Volunteering programme	Activity implementation and analytical support, Volunteer Specialist					UNV	UNV parallel funding	71500 UN Volunteers - Allowances/71600 Travel/74500 - Msc	83,000
	Subtotal for Activity 4							83,000	
Activity 5 Project management and administrative support	Project management and administrative support	15356	30712	30712	15356	UNDP	UNDP	71400 Service Contracts - Individuals	92,136
		5980	11959	11959	5980		TFD		35,877
	Rent and maintenance, IT services	12075	24150	24150	12075		UNDP	73100 Rental and Maintenance-Premises	72,450
		8925	17850	17850	8925		TFD		53,550
	Miscellaneous	1250	2500	2500	1606		TFD	74500 Miscellaneous	7,856
	Evaluation				10000		TFD	71300 Local consultants	10,000
	Subtotal for Activity 5							271,869	
Total								1,287,526	
General Management Support ⁵								74,074	
Total TFD funds								1,000,000	
Total UNDP parallel funding								278,600	
Total UNV parallel funding								83,000	
Total UNV in-kind contribution (expertise and knowledge sharing)								117,000	
UNDP in-kind contribution (working space, computer, other equipment, transportation, IT and communications and utility services for internships (42 person/month), secondments (30 person/month) and co-financing for holding of 3 knowledge sharing workshops under Activity 2)								55,000	
TFD remaining funds from the Phase I ⁴								90,000	
MGIMO Parallel co-financing for interns (tentatively 24 person/month)								30,000	
TOTAL for project								1,653,600 ⁴	

⁴ Remaining funds from the Phase I (approx. \$90,000) are expected to be additionally allocated for the implementation of the Secondments Programme making its total budget of \$250,000 and the total budget of the Phase II of approximately \$1,653,600.

⁵ General Management Support (GMS) rate is not applied to the UNDP and UNV funds in the project.

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project follows Direct Implementation Modality (DIM). It will be implemented by the outposted team in Moscow under the New Partnerships and Emerging Donors Team in the UNDP Regional Hub for Europe and the CIS in Istanbul (IRH), in line with UNDP's Programme and Operations Policies and Procedures.

In terms of roles and responsibilities, the project will be directed by the Project Board. The key distinct roles of the members of the Project Board are identified in the scheme below:

- 1) An Executive: individual representing the project ownership to chair the group. An Executive will be represented by IRH.
- 2) Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Ministry of Foreign Affairs of the Russian Federation, Ministry of Finance of the Russian Federation, Ministry of Economic Development of the Russian Federation will act as Senior Supplier.
- 3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. IRH Country Office Support Team will represent the UNDP Country Offices in the role of Senior Beneficiary.

The Project Board will be responsible for making management decisions for the project when guidance is requested by UNDP acting as the Project Implementing Partner. The Project Board will:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Make strategic decisions, including the approval of project revisions (i.e., changes in the project document);
- Authorize any major deviation from the project document and agreed annual plans;
- Review annual progress reports;
- Review and recommend for UNDP approval of end project report;
- Address project issues as raised by UNDP and make recommendations on follow-on actions ;
- Provide guidance on new project risks and agree on possible countermeasures and management actions to address specific risks.

The project will be managed by a Project Manager, who has the authority to run the project on a day-to-day basis on behalf of UNDP. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document to the required standard of quality and within the specified constraints of time and cost. The Project Manager will be supported by Partnership/TFD Portfolio Support Analyst, Project Support Specialist, Project Associate. The Project Manager will report to the Trust Fund manager with overall supervision by New Partnerships & Emerging Donors Team Leader in the UNDP IRH. Terms of Reference for the key project positions are presented in Annex 5.

UNDP IRH specific responsibilities:

Running a project

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Review and appraise detailed project plans, including the multi-year work plan and ATLAS reports covering activity definition, updated risk log and the monitoring schedule plan;
- Appraise project annual review reports, make recommendations for the next annual work plan;
- Perform financial management through ATLAS to keep track of the financial status of the project at all times, to control expenses, to handle outstanding commitments, to make payments and to monitor the performance of contractors; prepare budgetary revisions in ATLAS to reflect any

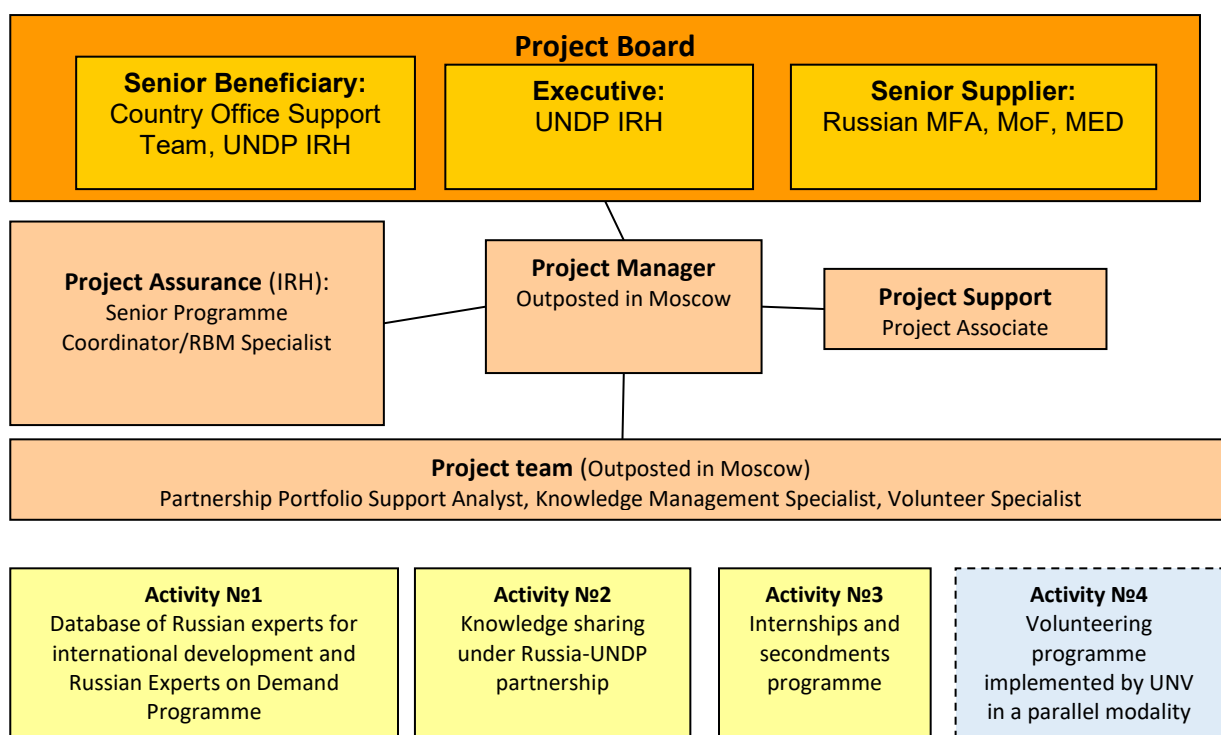
adjustments to the initial approved budget and to be finalized for the year(s) affected by the adjustment;

- Perform the financial reporting and control mechanisms through Combined Delivery Reports (CDR) which is a mandatory official report reflecting the expenses and funds utilized on a project, and other ATLAS reporting tools;
- Review and approve end project report, make recommendations for follow-on actions;
- Share relevant information on the project achievement with all interested parties.

Closing a project

- Assure that all project deliverables have been produced satisfactorily;
- Review and approve the final project review report, including lessons-learned;
- Make recommendations for follow-on actions;
- Notify operational completion of the project to the Project Board;
- Ensure, upon finalization of a project, reimbursement of the remaining balance of funds deposited in the UNDP accounts for the project activities to the Donor or re-programming if so agreed with the Donor.

Project Structure



IX. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the “Project Document” instrument referred to in: (i) the respective signed SBAA for the specific countries; or (ii) in the [Supplemental Provisions to the Project Document](#) attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be directly implemented by UNDP in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds 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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

- i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- g. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- h. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- i. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

- 1. Annex 1. Survey findings – awareness on availability of Russian expertise**
- 2. Key results achieved under the first phase of the project (annex will be updated with new results in the future versions of the Prodoc)**
- 3. Minutes of the Stakeholder Consultations with UNDP COs**
- 4. Risk Analysis**
- 5. TORs of key management positions**
- 6. UNV implemented Activity “Volunteering Programme”**
- 7. Letter on the confirmation of the UNV contribution to the Phase II**
- 8. Memorandum of Agreement between MGIMO University and UNDP on Establishment of UNDP-MGIMO Internships Programme**
- 9. Summary report on Regional round table in Kyrgyzstan, March 2017**
- 10. Project Quality Assurance Report**

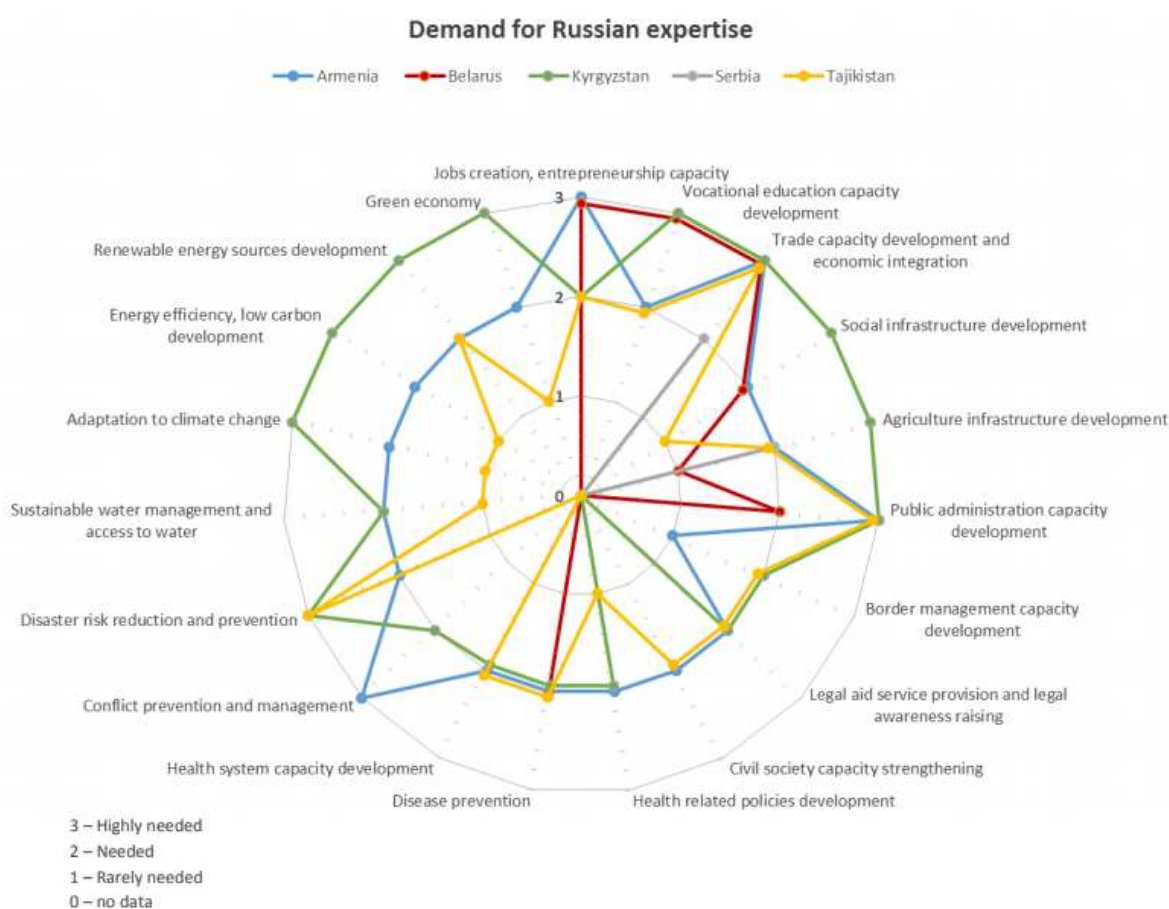
Annex 1. [Survey findings](#) – awareness on availability of Russian expertise

Results of the UNDP Country Offices survey on demand for Russian expertise

To identify the priority pilot areas for the facilitation of the transfer of Russian expertise the mapping of the demand for Russian expertise included survey of UNDP Country Offices in Armenia, Belarus, Kyrgyzstan, Serbia and Tajikistan. As UNDP Country Offices will collect requests for expertise provision under the Russian Experts on Demand Programme, survey results are especially valuable to provide a snapshot of most in-demand areas as currently perceived by the Country Offices based on their work and interaction with respective governments.

Preliminary results demonstrate that demand for Russian expertise varies from country to country. However, some common in-demand areas include a) trade capacity development and economic integration, b) jobs creation and entrepreneurship capacity strengthening, c) vocational education quality improvement and preparation of skilled cadre. Kyrgyzstan, Armenia and Tajikistan demonstrate high level of demand for Russian expertise, while Belarus and Serbia's demand for Russian expertise is confined to specific sectors.

Respondents also provided several examples of particular tasks where transfer of Russian expertise would be especially valuable. Examples include creation of the system of multipurpose centers for provision of public and municipal services, civil registration system; emergency monitoring system development including risks modelling by geo-information technologies and remote sensing, administration of medical waste, economic assessment of ecological services, strategic planning based on ecosystem approaches.



Survey format

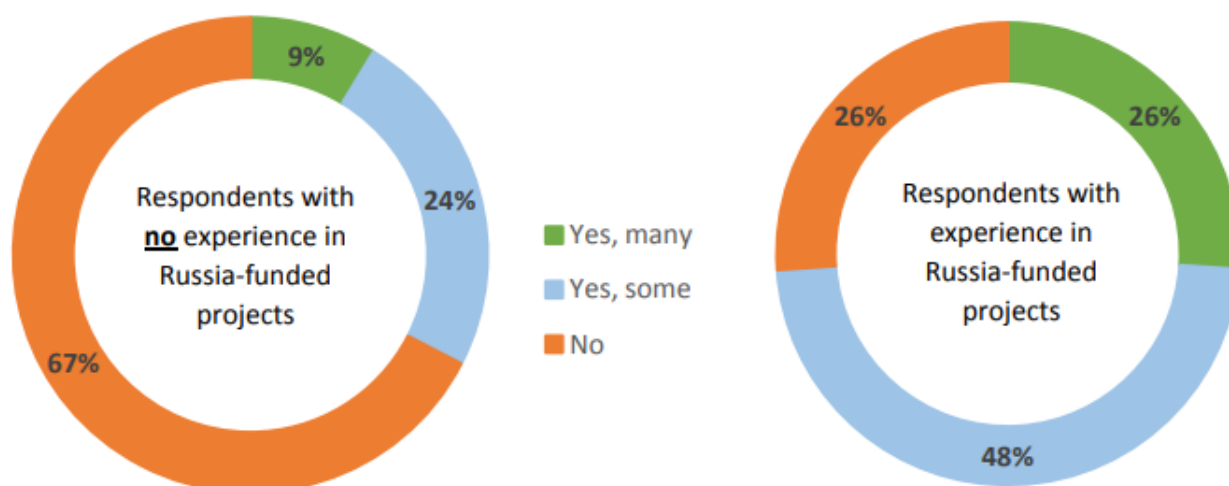
In your opinion in what areas international expertise would be mostly needed in your country in near future? In what areas Russian expertise would be mostly needed in your country?

Area	International expertise			Russian expertise		
	Highly needed	Needed	Rarely needed	Highly needed	Needed	Rarely needed
Jobs creation, entrepreneurship capacity strengthening	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vocational education quality improvement and preparation of skilled cadre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trade capacity development and economic integration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social infrastructure development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Agriculture infrastructure development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public administration capacity development, including justice and security systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Border management capacity development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal aid service provision and legal awareness raising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Civil society capacity strengthening and participatory governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health related policies and legislation development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disease prevention and health awareness raising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health system capacity development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conflict prevention and management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disaster risk reduction and prevention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustainable water management and access to clean drinking water	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adaptation to climate change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy efficiency, access to sustainable energy,	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
transition to low carbon development						
Renewable energy sources development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Green economy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other, please specify	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

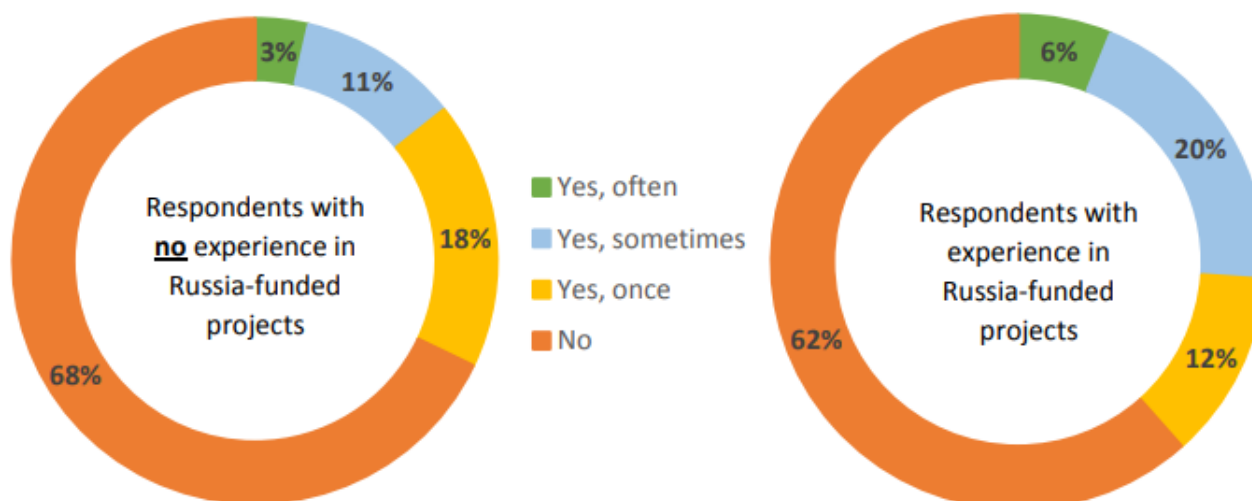
SURVEY FINDINGS – AWARENESS ON AVAILABILITY OF RUSSIAN EXPERTISE

A total of 29 responses from 7 UNDP Country Offices were received. One respondent can provide answers for every sector in which he or she specializes. Survey [can be accessed here](#).

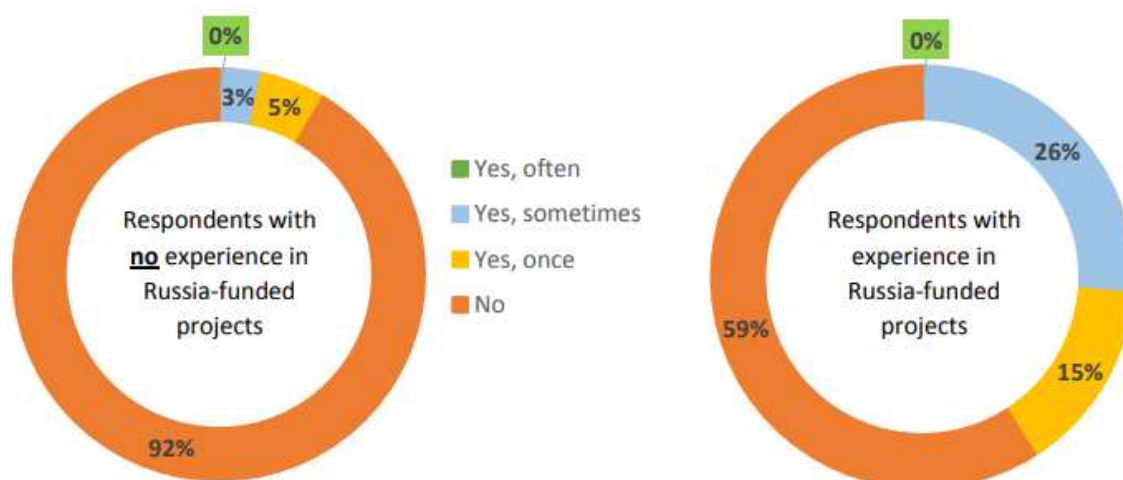
Do you know any specific Russian experts or institutions that can provide expert services relevant to your country?



Have you ever communicated with Russian experts or institutions that have provided expert services?

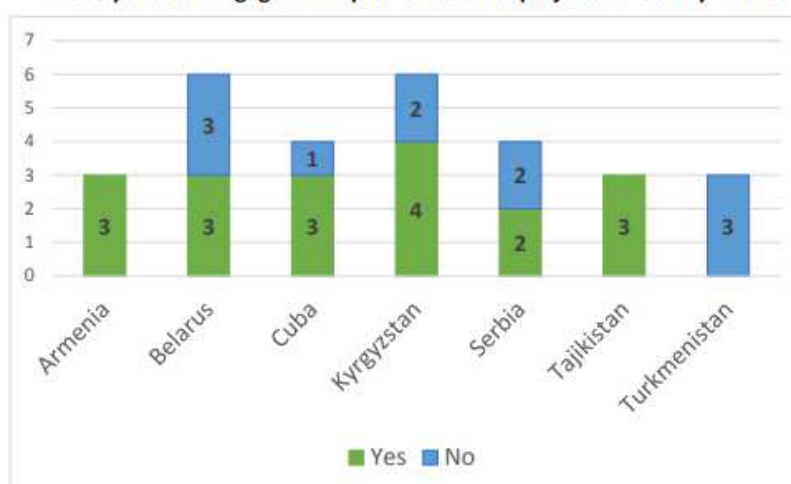


Have you ever engaged Russian experts and / or institutions to provide expert services in your projects?



Information on respondents

Have you been engaged in implementation of projects funded by Russia?



Sectoral highlights

A deeper analysis by sectors is needed, from initial examination following conclusions can be drawn.

Trade capacity development and economic integration is the sector in which Russian experts are mostly known to the survey respondents. It is also the area in which respondents have most experience of working together with Russian experts.

Sustainable energy, including energy efficiency is the area in which many respondents specialize (respondents were asked to provide answers only on the areas in which they work). However, majority of them do not know Russian experts in this field and have not worked with them before.

Annex 2. Key results of the Project “Knowledge Management and Capacity Building in Russia-UNDP Partnership, Phase 1” as of 20 March 2018

Several knowledge-sharing modalities were piloted during the first phase of the Knowledge Management and Capacity Building project in 2016-2018.

The database of Russian experts for international development

The database was created at <http://expertsfordevelopment.ru/> to facilitate the involvement of Russian experts in the implementation of development programs around the world. The website was launched in test mode in August 2017 and in full functionality in October 2017. The database can be accessed from the Russian Ministry of Finance website’s front page.

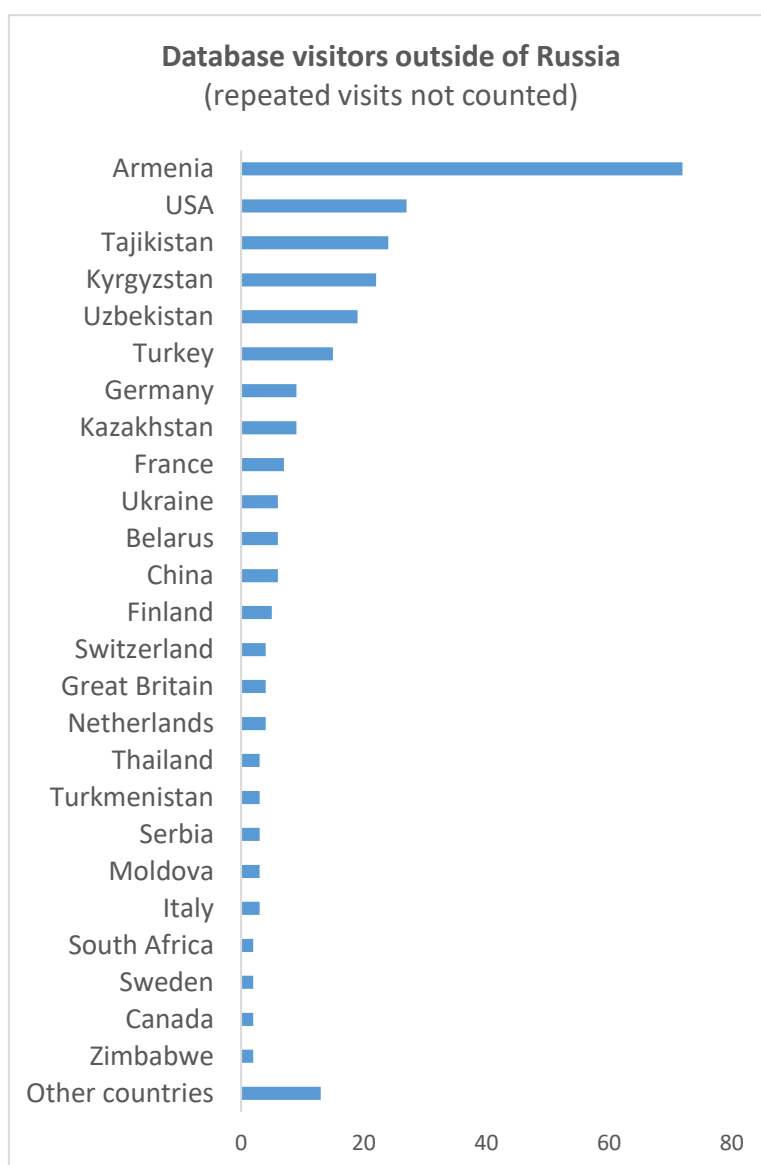
Experts were systematically invited to apply based on the recommendation by the Russian ministries, UNDP and institutions working in development cooperation. Every application was assessed on three criteria (years of work experience, work experience in the area of expertise and international experience).

115 experts are registered in 14 thematic areas of the database:

- Sustainable economic growth, trade and integration
- Health
- Education
- Food security and social protection
- Disaster risk reduction and prevention
- Sustainable energy, including energy efficiency
- Public administration systems
- Innovations, information technology, digital economy
- Combating climate change and its impacts
- Regional and area-based development
- Protection and restoration of the ecosystems
- Entrepreneurship development
- Sustainable transport systems
- Other.

Since its launch in fall 2017 the database has been searched by **891 visitors** from Russia and other countries. Average time spent on the site is 5,08 min and the most visited section is the database search. Most visitors are 25-44 years old.

The database is envisaged as a tool to help national partners, Russian ministries, international organizations quickly locate relevant Russian expertise. UNDP Country Offices are promoting the database to the **national partners**. For example, in Kyrgyzstan the database was highly commended by national partners and the National Digital Programme Tazakom found there several experts that can be engaged to share Russian expertise.



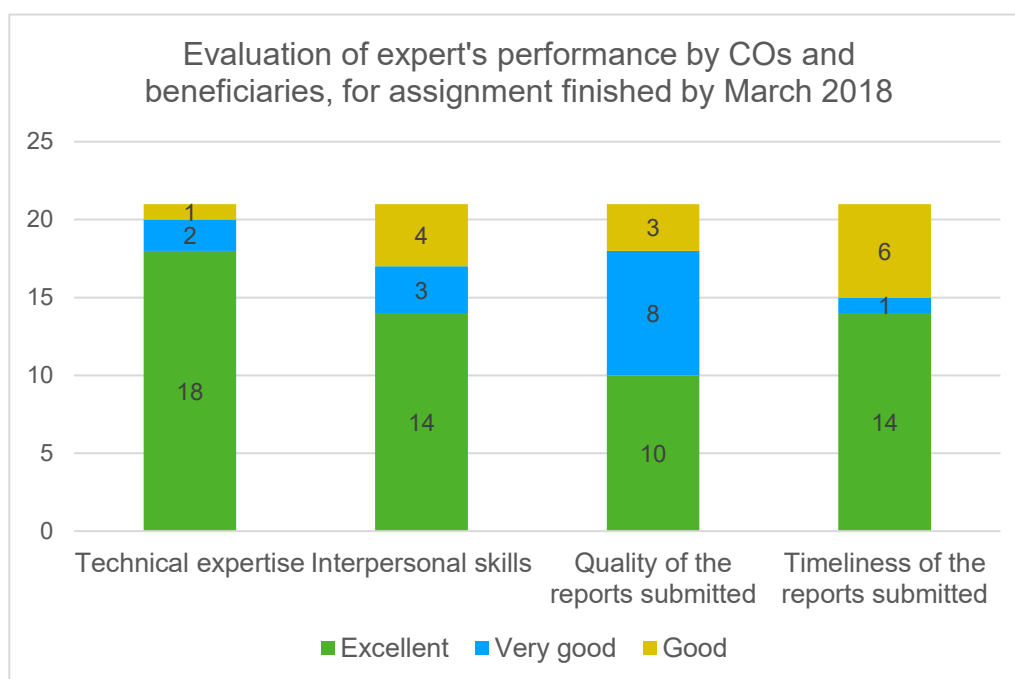
Apart from hosting the database, the website also informs visitors on the news in Russia-UNDP Partnership, including stories of the expert assignments, and spreads the information on new UNDP vacancies. As of March 2018, the website has **14 vacancies**, most of them not related to the Knowledge management project. Experts with profile relevant for the vacancy are informed by the administrator. When the number of experts has reached 100, it was possible to find relevant experts for all new vacancies and it is assumed that such support would contribute to Russian expert's better representation in UNDP consultancies, apart from the Russian Experts on Demand Programme.

The Russian Experts on Demand Programme

The Programme provides an instrument for rapid deployment of Russian experts for on demand small-scale interventions and consultancies and peer-to-peer knowledge sharing through mentorship. A total of **30 assignments** were supported by the programme during two rounds. The third call for applications was announced in February 2018 and its results will be known in March 2018.

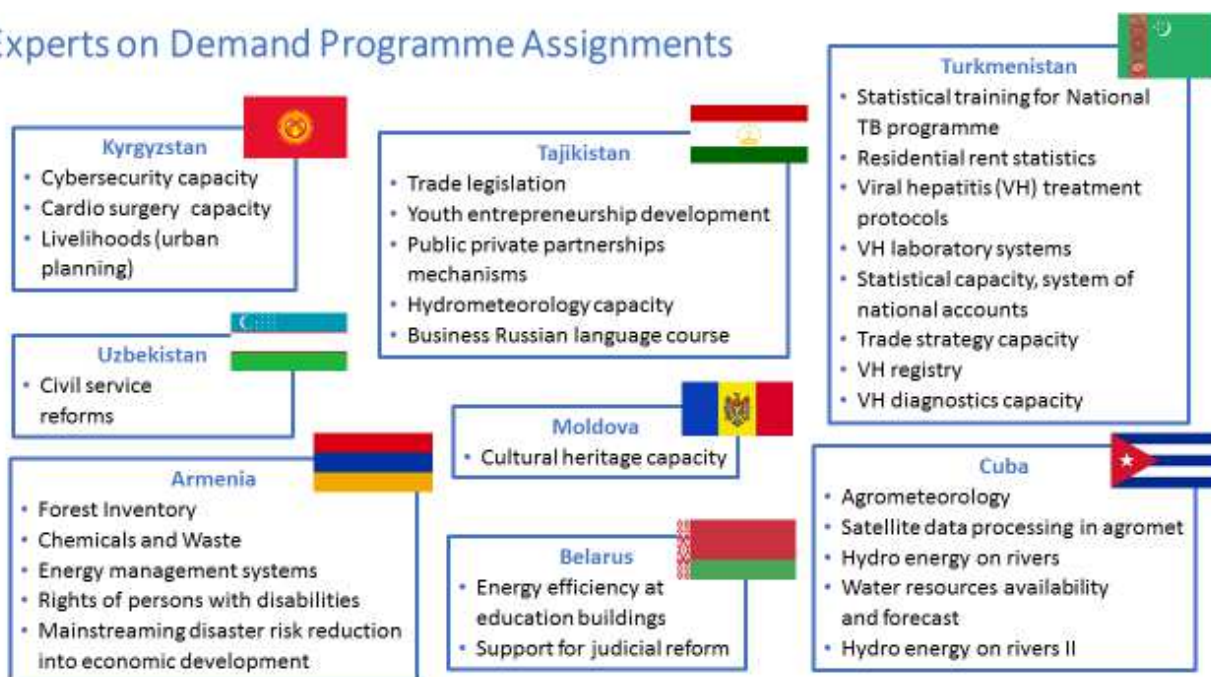
The feedback on the programme as a whole and completed expert assignments has been very positive. COs see value in such instrument as they are able to quickly respond to partner's need in expertise and often do it outside of the ongoing projects, thus showing flexibility and responsiveness to changing environments. National partners appreciate Russian expertise as in most cases it offers best-fit solutions.

86% of the experts are evaluated by COs and national partners as 'excellent' on technical expertise, rest is 'very good' or 'good'. Feedback is regularly collected both from the COs (including feedback from national partners) and via communication with the experts upon their return from missions. For every assignment, an evaluation form is requested from the CO.



The wide thematic nature of the assignments supported by the Programme was appreciated by the Country Offices. Assignments under the first and second round are represented in the picture below. The results of some assignments are also featured on the webpage at <http://expertsfordevelopment.ru/>

Experts on Demand Programme Assignments



Information and technical support to the Russia-UNDP Partnership implementation

Second Annual Partnership Consultations took place on 11 July 2017. An overview on the partnership implementation in 2016-2017 was prepared in [English](#) and [Russian](#), including infographics.

A **regional round table** was organized In March 2017 in Bishkek by the Russian Partnership team and the UNDP CO in Kyrgyzstan to facilitate exchange of insights, ideas and experiences on the design, implementation and assessment of area-based programmes funded by Russia, with participants from UNDP COs in Armenia, Kyrgyzstan and Tajikistan. A [report summarizing lessons learnt from the area-based programmes](#) funded by Russia was prepared.

Support to ensuring visibility of Russia-UNDP Partnership was provided, including a video on cooperation in climate change that was shown on the margins of Bonn Climate Change Conference in November 2017. Video can be watched [following the link](#).

Constant support is provided to the projects in **locating and engaging relevant Russian expertise**, maintaining horizontal links with Russian organizations such as Higher School of Economics, Skolkovo management School, Center for Agricultural consulting, etc., and organizing study tours to Russia. In 2018, involvement of the Federal center of agricultural consulting services in the trainings to Osh farmers is facilitated for the Integrated Osh area-based development Programme. Involvement of Russian experts and representatives of Roshydromet is sought for the feasibility of the establishment of a Pacific based Regional Training Center in line with the World Meteorological Organization methodology to be implemented under the Disaster resilience for Pacific Small Island developing states project.

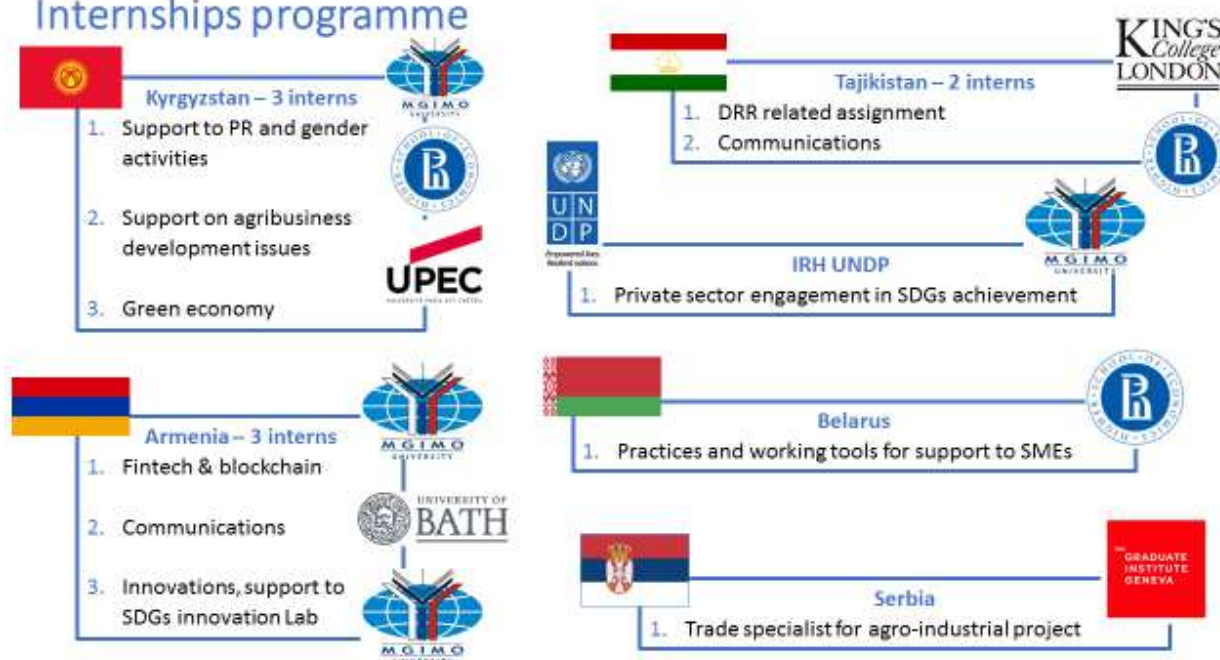
A **webinar on SDG 1** and contribution to poverty elimination by Russia-UNDP Partnership was delivered to audiences of the Open School for Sustainable Development on 21 February 2018. As of March 12, the webinar and recorded video was watched by 68 people.

Internships programme

UNDP provided Russian students with a possibility to have internships with the Russia-UNDP Partnership team based in Moscow for a week and further travel to UNDP COs in Armenia, Belarus, Kyrgyzstan, Serbia, Tajikistan and IRH in accordance with the COs' needs, ToRs and professional interests of the candidates.

11 interns were supported by the Programme and their assignments ranged from block chain technology to expert strategies and project communications. 6 interns have completed their assignments in summer 2017 and 5 interns started their work in spring 2018.

Internships programme



Volunteering Programme

The number of Russian nationals in UNV roster significant increased from **376 to 845 candidates**.

UNDP representatives and UNV volunteers successfully participated in the World Festival of Youth and Students (14-22 October 2017, Sochi).

Successful partnership with Russian volunteer organizations and facilitation of the transfer of the Russian expertise in creating volunteer infrastructure in CIS region has been established.

The Concept for Development of Cooperation to Support Youth Volunteer Movement in CIS Region was drafted and signed and Roadmap for implementation of the Concept with members of the working group was drafted.

Positive dynamic of the cooperation between Russia-UNDP Partnership and UNV was appreciated by Permanent Mission of the Russian Federation to the United Nation. Successful implementation of the volunteer programme is taking place in the context of heightened attention to volunteerism in Russia, with President Vladimir Putin establishing 5th of December as National Volunteer Day and naming 2018 as Year of Volunteerism in Russia.

Secondments Programme

A draft Protocol amending the Russia-UNDP Partnership Framework Agreement and aiming to establish the programme of secondments for Russian specialists from federal ministries and agencies to provide support in the implementation of UNDP projects and programmes has been prepared early 2018 to be processed by MFA and further cleared by UNDP.

Lessons Learnt

- On the **Expert database**: majority of experts do not fill in the English part of their profile even when they are fluent in English, however when more field are made mandatory, less experts are expected to go through registration. Only every second invited expert has actually registered in the database. Invited experts are busy professionals with limited time for such applications. For the second phase, it is proposed to continue the approach when experts are not overloaded with the application, but then administrator translates and if necessary edits the application before it is posted. Thus, expert profiles will be more complete in both languages and the database will stay searchable by key words and other methods;

- On the **Experts on Demand Programme**: institutional expertise is in high demand by COs, a way to engage not just individual experts but also Russian institutions under the Experts on Demand programme should be foreseen for the next project phase;
- Assignments benefit if national and Russian expertise are combined: two various perspectives are presented and national experts can learn from Russian specialists. Such assignments were undertaken in Belarus and Cuba, one more will be in Kyrgyzstan, national experts are funded from other sources;
- Expertise sharing could be enhanced if both options are provided: Russian expert's mission to the country and study tour of national partners to Russia. Such modality was requested several times, but currently funding is only available for the Russian experts;
- COs should be better informed on the variety of the Russian expertise that could be requested. For example, project team can facilitate skype presentations prior to the next calls;
- More assistance with working on TORs is needed to make sure they are as detailed as possible to enable finding relevant Russian specialists. Also COs often prepare TORs that combine various types of expertise for one task. For example, satellite image processing from a technical point a view and water resource availability forecast based on satellite images. In some countries, especially small ones, such tasks might be combined in one person, but in Russia they are deeply specialized and TORs should be changed accordingly;
- A certain level of flexibility should be foreseen for the duration of the contracts and TOR preparatory work, as some external issues (like the change of the focal point in National Government) can increase the timing needed;
- On the **Internships**: Reduced Daily Subsistence Allowance (DSA) that is paid to interns on mission to UNDP COs and IRH to cover accommodation in the hosting countries should be increased (from \$800 to \$900 in CIS region and to \$1000 for IRH to ensure acceptable living conditions. Costs of travel and medical insurance could be budgeted in reduced amount (from \$900 to \$700).
- Osh, Kyrgyzstan, is a non-family duty station and due to security risks the UNDP project in Osh cannot accept interns on mission.
- Under the project phase II, the regions beyond the CIS could be envisaged for deployment of intern.
- On the **Volunteering**: concerning knowledge-sharing and exchange of experience on the best practices to support volunteerism development in the CIS, experience of 2017 showed that the face-to-face format of events for volunteers from the CIS countries is preferable to organizing webinars. Limited participation in webinars of volunteers may explained by time constrains, online format, limited or poor internet connection. At the same time volunteers express interest in webinars that supplement face-to-face seminars and workshops and provide additional opportunities for exchange of experience. Volunteers also provide feedback offline through Facebook page and to increase the coverage, it has been decided to prepare short video clips for the partner placement on the websites of national partners in the CIS countries based on the results of webinars. Completion of the processing of video clips and their distribution is planned for the last stage of the project.

Annex 3. Minutes of the Stakeholder Consultations with the Country Offices

Skype for Business
16 March 2018, 16-00 Moscow time

List of UNDP participants

1. *Anastasia Maximova, IRH KM project, presenter/moderator*
2. *Anna Gyurjyan, Armenia*
3. *Arman Valesyan, Armenia*
4. *Hovik Sayadyan, Armenia*
5. *Marine Malkhasyan, Armenia*
6. *Natalia Karkanitsa, Belarus*
7. *Nuria Choibaeva, Kyrgyzstan*
8. *Kanykey Orozbaeva, Kyrgyzstan*
9. *Firuz Saidkhadzhaev, Tajikistan*
10. *Parviz Akramov, Tajikistan*
11. *Nurjemal Jalilova, Turkmenistan*
12. *Ogulshirin Yazlyyeva, Turkmenistan*
13. *Mara Niculescu, IRH*
14. *Natalia Voronkova, IRH KM project*
15. *Ilona Filimonova, NUNV, IRH KM project*

Summary of the points discussed

1. Anastasia Maximova presented main results of the Knowledge Management Project Phase I, overview of the activities proposed for the Phase II and the IRH proposal on SDGs localization. Explained the goal of the meeting is to solicit Country Offices feedback as colleagues on the ground know the needs and their partner countries well. Project team is interested to make the proposal as relevant to those needs as possible.
2. Feedback, suggestions and questions from country offices.

Arman Valesyan:

Question: Who pays for experts' participation? How is the programme financed?

Anastasia Maximova:

The project is funded by Russia-UNDP Trust Fund for Development and the project covers cost of experts' contracts. Contracts are signed by country offices, as they will be accepting the deliverables. Whether the expert is found in the project database, or externally, project budget still pays for the contract. The experts successfully completed their assignments are invited to register in the database.

Marine Malkhasyan:

Feedback: discussed the positive experience of involving Russian experts for the training delivered to Medical Social Expertise Commissions of Armenia. Commented on complications entailed by the fact that Russian institute could not sign an institutional contract and five individual contracts were signed. Results-wise, there is no difference, but it was time-consuming. At the same time, it was less expensive than if institutional contract would be signed. Would like to continue engaging Russian experts for similar tasks.

Anastasia Maximova:

There is a better understanding of institutional requirements after Phase I of the project. Trying to improve approach in terms of contracts. Suggestion for the Phase II is to have longer engagements for the experts (for example, one year contracts e.g. for providing a series of trainings).

Nuria Choibaeva:

Feedback: UNDP Kyrgyzstan benefitted from all activities of Phase I of the project. Experts on Demand component went particularly well. One of the experts on cardiology was invited by Kyrgyz government as the Adviser on 5-year healthcare plan.

The database was highly praised by national partners, for example, the National Digital Programme Tazakom found there several experts that can be engaged to share Russian expertise. Internship and volunteer programmes worked successfully on the operational level, great support was provided from Moscow. The results are yet to be seen, as they have only begun, but no problems so far.

Suggestion: To make a page on institutions on the Experts on Demand website as previously office had difficulty in locating relevant Russian institutions for the project on Cattle Identification;

Question: How SDGs event could be organized, so far it is very general and hard to understand what topics would be covered.

Kyrgyzstan already have an online training programme on SDGs for civil servants, perhaps they could be integrated.

Anastasia Maximova:

Explained that proposal on SDG trainings was suggested recently and the project team wants to know what demand exists in the partner countries and to see what topics are of interest to national partners.

Marine Malkhasyan:

Topics for SDGs trainings: Choosing baseline indicators relevant for the country.

Firuz Saidkhadzhaev:

Feedback: Phase I was very successful for the country office. 5 experts were engaged through Experts on Demand, Expert database and internship programme were also very helpful.

Suggestions: To include visit of country experts to the relevant agencies of the Russian Federation for practical experience and knowledge exchange;

To add evaluation forms of experts to the database to be accessed by Country Offices to see previous record of the experts.

To add thematic areas in the database: tourism, IT sector, innovations.

Parviz Akramov:

Feedback: Very positive feedback, had experience engaging an expert on Trade.

Recommendation: To increase the number of experts, particularly in the area of innovation and entrepreneurship on such topics as private sector development, small and medium enterprises, economic integration in CIS region, Tajikistan's export to Russia, WTO, governmental services to private sector.

Increase of the length of experts' visits to the country and contact costs up to \$10K are another recommendations.

Question: Is it possible to use other modalities for hiring experts?

Anastasia Maximova:

Direct contracting is up to country offices following UNDP rules and procedures. A short memo with explanations on how to hire experts will be provided.

Nuria Choibaeva:

Asked whether experts from the database are part of the UNDP roster for easier procurement.

Anastasia Maximova:

Explained that the project team has been thinking in that direction and will continue to do so. At the same time, most of the Russian experts are providing financial offers under \$5000 making contracting already quite smooth. Open database will still be maintained as it is open for everyone and not just for UNDP.

Arman Valesyan:

Recommendation: Upload Expert on Demand deliverables from other countries to the database at the website, where it is possible to have open access.

Anastasia Maximova:

Summary of projects' results have been uploaded to UNDP intranet. Consultations and follow up will be held with colleagues on whether it is possible to share full deliverables.

Nurjemal Jalilova (in writing):

Suggested that involving Rosstat experts might be useful to seminars on SDGs.

Hovik Sayadyan:

Feedback: Very positive experience working with Russian expert on forest inventory engaged under the Experts on Demand programme.

Question: Is it possible to hire the same expert on another project (Forest fires). The Armenian Ministry of Emergency Situations is interested in the forest protection topic.

Recommendation: To make it possible to do thematic search for institutions on the website.

Anastasia Maximova:

It is possible to invite the same expert twice. But there should be no duplication of Russian funding of the projects though (Forest fires project is supported by TFD).

Anna Gyurjan:

Feedback: Very positive experience. For the internship programme, great feedback from the interns' supervisors.

Suggestion: Suggested Armenia as the host country for the next Community of Practice (COP) meeting.

Anastasia Maximova:

Next topic for COP will be innovations, so Armenia is a great choice.

Natalia Karkanitsa (in writing after the meeting):

Localization of SDGs and participation of the civil society in the SDG implementation is of great interest to national partners.

Annex 4. Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Potential security threats for experts, secondees and interns while on missions	March 2018	Operational Political	P = 2 I = 5	Project will follow United Nations Department of Safety and Security instructions and adjust expert, seconded, intern placement if needed.	Project Developer	Project Developer		
2	High staff turnover in ministries and agencies participating in secondment programme	March 2018	Organizational	P = 2 I = 3	Seconded selection procedure involves nomination by the sending ministry or agency to ensure participation of specialists motivated to return to work in the sending ministry after the secondment.	Project Developer	Project Developer		
3	Change in legislation or internal procedures in the ministries impeding the secondment programme	March 2018	Regulatory	P = 3 I = 5	The procedure will be adjusted as needed.	Project Developer	Project Developer		

Annex 5. TORs of key management positions (key functions)

PROJECT MANAGER

KEY FUNCTIONS

The Project Manager reports to the Trust Fund Manager under overall supervision of the New Partnerships & Emerging Donors Team Leader.

Overall responsibilities: 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 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.

Specific responsibilities

Overall project management

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team and consultants;
- Liaise with the UNDP and the Project Board to assure the overall direction and integrity of the project;
- Responsible for project administration;
- Liaise with any suppliers;

Running a project

- Plan the activities of the project and monitor progress against the initial quality criteria;
- Monitor events as determined in the Monitoring and Evaluation plan (section VI of the project document), and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement of expenses under the project using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the project document, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
- Prepare the annual review report, and submit the report to the Project Board;
- Based on the review, prepare the annual work plan for the following year.

Closing a project

- Coordinate the preparation of final project review reports to be submitted to the Project Board;
- Prepare final CDR/FACE for signature by UNDP;
- Coordinate managing recruitment, contracting and procurement for the project by UNDP respective administrative units.

PARTNERSHIP PORTFOLIO SUPPORT ANALYST

KEY FUNCTIONS

The Partnership Support Analyst reports to the Trust Fund Manager under overall supervision of the New Partnerships & Emerging Donors Team Leader.

Overall responsibilities: Partnership Support Analyst supports the implementation of the Partnership Framework Agreement, including in leveraging the knowledge, experience and expertise in development co-operation, promoting a skilled cadre from the Russian Federation in the field of development within UNDP. Partnership Support Analyst focuses on knowledge sharing mechanisms; as well as knowledge management and advocacy around the partnership with Russia.

Specific responsibilities:

- Development of partnerships with Russian government institutions, academic institutes, private sector, civil society in the specific thematic areas based on TFD project's needs and donor priorities to ensure effective horizontal knowledge sharing and knowledge management;
- Ensure involvement of Russian experts in the implementation of the TFD projects;
- Support to the database Russian Expertise Locator, including completion, verification and maintaining;
- Support to the Russian Experts on Demand programme;
- Implementation of the institutional component under the Russian Experts on Demand programme;
- Preparation of reports, updates under the Partnership and monitoring and evaluations projects' implementation;
- Support to organizing field missions of representatives of key Russian ministries (Ministry of Foreign Affairs, Ministry of Economic Development and Ministry of Finance) to Armenia, Belarus, and Tajikistan to assess the progress of projects financed by the Government of the Russian Federation;
- Preparation of Partnership and knowledge management visibility materials;
- Promote the exchange of best practices and innovative approaches in knowledge management;
- Ensure that information materials, tools and publications are produced and effectively disseminated through the project's channels;
- In collaboration with internal and external partners, actively identify and contribute to the project advocacy and outreach.

VOLUNTEERISM AND KNOWLEDGE MANAGEMENT SPECIALIST (NATIONAL UNV)**KEY FUNCTIONS**

The specialist is expected to support the following activities under Phase II:

- Support the dissemination of information on UNV and encourage application of qualified Russian volunteers into the roster (at least, 20% increase per year);
- support volunteer and nonprofit engagement with UNV online platform; increase the number of Russian online volunteers who serve on the platform and Russian nonprofits who benefit from it (at least, 25% increase per year);
- Support for sharing of experience and mutual learning on best practices to support volunteerism development in the CIS and engagement between volunteers and organizations in CIS region (at least, 4 cases studies documented, 10 success stories available online per year);
- Support to the development of the UNV Full Funding programme for Russian Federation with the pilot to be launched in 2018
- Support for selection and recruitment process of UN Youth volunteers for the pilot project (at least, 2- 5 UN Youth Volunteers, Russian nationals) recruited and deployed, supported during their assignments)
- Support in recruitment of Knowledge Management Analyst, National UNV, to support Knowledge Management and Capacity Building in the Russia-UNDP Partnership, Phase II
- Support the deployment of Russian volunteers through the UNV modality as experts to work on development projects, including the Russia-UNDP projects (support in identifying potential candidates and dealing with the hiring procedures; coordinating between UNV and country offices in the process of hiring the candidates)
- Cooperation with Regional Hub for Europe and CIS in Istanbul for strengthening of the volunteer infrastructure, knowledge sharing on integration of volunteerism into sustainable development and volunteer mobilization, including through the UNV modality.

Annex 6. UNV implemented Activity “Volunteering Programme”

As a long-term result, the activity aims to lay the basis for the enhanced partnership between UNV and Russia to support volunteerism and volunteer infrastructure in CIS countries, enabling and/or strengthening volunteerism-friendly environment.

The activity is structured around **4 main direction**:

1. Analysis of the UNDP project portfolio and recommendations to UNDP/UNV on key entry points and available opportunities for volunteer mobilization under the UNV modality

UNDP project portfolio will be analysed for recommendations to UNDP/UNV COs and RO Amman/Istanbul about key entry points and available opportunities for volunteer mobilization under the UNV modality. The recommendations and advice about the opportunities, available areas for volunteer mobilization, types of UN Volunteers, number forecasts will be summarized and shared with respective stakeholders to assist with evidence-based volunteer mobilization and efficient project implementation. Referring to the current statistics, the activity will also serve to better position Russian expertise and networking through the UN Volunteer modality that will result in wider opportunities for deployment of Russian citizens as UN Volunteers.

2. Support to increased presence of Russian nationals in the UNV roster and the Online Volunteering (OV) platform

Every year, about 8000 qualified and experienced women and men of around 160 nationalities serve as UN Volunteers in 130 countries. UNV has historically had a low level of engagement with the Russian Federation. Over the past two decades or so, only 118 Russian UN Volunteers have served with UNV. Phase I of the project was able to raise the number of Russian candidates in the roster from 379 to 1053. Phase II of the project will continue the process of attracting Russian candidates into the roster. Higher numbers and quality of the candidates will contribute to the increase in number of deployed Russian UN volunteers around the world. In addition, participation Russian nationals and eligible organizations in OV will strengthen wider replication of the Russian expertise and provide the volunteer with opportunities to gain additional expertise and skills. Modalities will include webinars, online consultations on the UNV modality and opportunities as well as participation in large-scale events (conferences, workshops, seminars, symposiums, etc.), interactions with academia and volunteer organizations. Webinars will be open to project partners, volunteer organizations, non-profits, government representatives and general public with the purpose of wider awareness raising about the UNV modality and advice, exchanging existing experience, sharing best practices and success stories.

3. Promotion of volunteerism in CIS and support to the global technical meeting 2020

The International conference “Volunteerism: areas of research and impact on peace and sustainable development” in cooperation with National Research University Higher School of Economics will take place in 2019. It will bring together researches from Russia, CIS, Europe and Asia. The goal of the event is to continue formation of interdisciplinary research field in the area of volunteerism for development in CIS and to continue preparations for the global technical meeting in 2020 to further strengthen the engagement and contributions of volunteers with regard to the 2030 Agenda for Sustainable Development.

The project will provide technical expertise for the preparation of a report on Russian volunteerism development for Global Technical Meeting on volunteerism in 2020, facilitation on the conference arrangements as well as to contribute to publication of the report.

The project will explore areas for promotion of volunteerism with the focus on the Russian experience of event volunteering large-scale events. Particularly, the project will engage with the Federal Youth Agency (Rosmolodezh), as the organizer, of the International youth forum “Eurasia” to facilitate the preparations, ensure sessions on volunteerism and UNV visibility at the event. The event will provide networking and educational opportunities to create connections between volunteer communities, with a potential for professional exchange and collaboration on regional projects in the future.

The project focal point will also take part in respective events in CIS to promote Russian expertise and relevant UNV modality.

4. Enhancing UNV strategic partnerships with Russia

The project will explore strategic partnerships with Russian stakeholders on promotions and advocacy for volunteerism with the focus on UNV modality. New partnership opportunities and the ways to strengthen the existing ones will be identified and supported by the project focal point in charge for volunteerism.

Annex 7. Letter on the confirmation of the UNV contribution to the Phase II



18 May 2018

Dear Mr. Vrbensky,

Subject: UNDP Project "Knowledge Management and Capacity Building in Russia-UNDP Partnership, Phase 2"

Let me kindly take this opportunity to express our big congratulations to the successful implementation of the UNDP/UNV Project "Knowledge Management and Capacity Building in Russia-UNDP Partnership, Phase 1", managed by the UNDP Istanbul Regional Hub through the UNDP Project Office in Moscow, and appreciation for close partnership with UNV.

I am very pleased to acknowledge the draft Concept Note on Cooperation for Youth Volunteerism between the Commonwealth of Independent States (CIS), developed under support of the above-mentioned project, increased presence of Russian nationals in the UNV global data base, strengthened interaction between volunteer actors in CIS.

We welcome and fully support the component on volunteerism of the UNDP Project "Knowledge Management and Capacity Building in Russia-UNDP Partnership, Phase 2" as a necessary mechanism to enhance volunteer opportunities with the focus on youth and to demonstrate CIS achievements on volunteerism in the light the Global Technical Meeting 2020 on integration of volunteerism into development.

UNV will be pleased to continue its involvement into the project through the parallel funding in the amount of 83,000 USD and to engage with the partners in CIS for in-kind contribution to the project activities on volunteerism through expertise and knowledge sharing in the envisaged amount of 117,000 USD in line with the programme mandate.

I look forward to our strengthened cooperation and enhanced partnership within the mentioned project.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "Jason Pronyk".

Jason Pronyk
Regional Manager
Arab States, Europe and CIS

Mr. Rastislav Vrbensky
Deputy Director
UNDP Europe and the CIS
Ankara, Turkey

Cc: Mr. Alexander Averchenkov, Manager of the UNDP-Russia Trust Fund for Development

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W. www.unv.org

We are inspiration in action

The United Nations Volunteers (UNV) programme is administered by the United Nations Development Programme (UNDP).

Annex 8. Memorandum of Agreement between MGIMO University and UNDP on Establishment of UNDP-MGIMO Internships Programme

MEMORANDUM OF AGREEMENT

between

**The United Nations Development Programme
and**

**The Federal State Autonomous Institution of Higher
Education**

**"Moscow State Institute of International Relations
(University)
of the Ministry of Foreign Affairs of the Russian
Federation"**

ON ESTABLISHMENT OF UNDP–MGIMO INTERNSHIPS PROGRAMME

The United Nations Development Programme (hereinafter referred to as the “UNDP”) represented by Achim Steiner, UNDP Administrator, and the Federal State Autonomous Institution of Higher Education “Moscow State Institute of International Relations (University) of the Ministry of Foreign Affairs of the Russian Federation” (hereinafter referred to as the “MGIMO”) represented by Anatoly Torkunov, Rector of MGIMO, hereinafter jointly referred to as the “Parties” and each as the “Party”;

Whereas, the Government of the Russian Federation and the UNDP signed the Partnership Framework Agreement on January 23rd, 2015 aiming, *inter alia*, to increase the participation of the Russian Federation in the regional and global development activities of UNDP;

Whereas UNDP implements the programme of internships under the regional project “Knowledge Management and Capacity Building in the Russia-UNDP Partnership”;

Whereas UNDP intends to facilitate the contribution of recent graduates or students to the socio-economic development of partner countries and formation of a pool of specialists and young professionals with experience living and working in partner countries, understanding of local context and practice in development assistance thus contributing to Russian international development assistance;

Whereas MGIMO is the leading educational and research institution in the Russian Federation, Commonwealth of Independent States (CIS) and around the world in the field of international relations, public administration, business, economics and law, which meets the most ambitious educational and research challenges;

Whereas MGIMO implements, in cooperation with partners, international educational development programmes and facilitates internships of students in international organizations;

Whereas, MGIMO considers this as an opportunity for selected recent graduates or students to obtain, through an internship

МЕМОРАНДУМ О СОТРУДНИЧЕСТВЕ

между

**Программой развития Организации Объединенных
Наций**

и

**Федеральным государственным автономным
образовательным учреждением высшего образования
«Московским Государственным институтом
международных отношений (университетом)
Министерства иностранных дел Российской
Федерации» (МГИМО МИД России)**

О СОЗДАНИИ ПРОГРАММЫ СТАЖИРОВОК ПРООН – МГИМО МИД России

Программа развития Организации Объединенных Наций (ПРООН) (далее именуемая ПРООН), в лице Ахима Штайнера, Администратора ПРООН, и Федеральное государственное автономное образовательное учреждение высшего образования «Московский Государственный институт международных отношений (университет) Министерства иностранных дел Российской Федерации» (далее именуемое МГИМО МИД России), в лице Торкунова А.В., Ректора МГИМО, действующего на основании Устава, далее совместно именуемые «Стороны», и каждая как «Сторона»,

принимая во внимание, что 23 января 2015 года Правительство Российской Федерации и ПРООН подписали Рамочное соглашение о партнерстве, направленное, в частности, на укрепление сотрудничества и расширение участия Российской Федерации в региональной и глобальной деятельности ПРООН,

принимая во внимание, что ПРООН реализует программу стажировок в рамках регионального проекта «Управление знаниями и наращивание потенциала в партнерстве Россия-ПРООН»,

принимая во внимание, что ПРООН намерена содействовать вкладу недавних выпускников или студентов в социально-экономическое развитие стран-партнеров и формированию круга профессионалов и молодых специалистов, имеющих опыт проживания и работы в странах-партнерах, понимание местной культуры и практики в области содействия развитию, тем самым способствуя вкладу России в международное развитие,

принимая во внимание, что МГИМО МИД России является ведущим образовательным и научно-исследовательским учреждением высшего образования в Российской Федерации, Содружестве Независимых Государств (СНГ) и во всем мире в области международных отношений, государственного управления, бизнеса, экономики и права, которое отвечает высоким образовательным стандартам и современным требованиям к исследовательской деятельности,

принимая во внимание, что МГИМО МИД России совместно с партнерами реализует международные программы развития образования и содействует прохождению стажировок студентов в международных организациях,

принимая во внимание, что МГИМО МИД России рассматривает возможность для выпускников или студентов при прохождении стажировки в ПРООН получить

assignments with UNDP, additional knowledge and practical experience required to excel in the development field;

Whereas, UNDP considers this as an opportunity to benefit from the knowledge and skills of MGIMO qualified and motivated recent graduates or students whose academic studies are relevant to its fields of work;

Whereas, the Parties wish to establish a joint internship programme on assignment of MGIMO recent graduates or students as interns in UNDP and enter into this Memorandum in a spirit of friendly cooperation and on the basis of mutual understanding;

Now therefore, the Parties have agreed as follows:

Article I Procedure for Assignment of Interns

1. MGIMO will submit semiannually to UNDP requests for internships.
2. UNDP in consultations with MGIMO will define possible places and thematic areas for the interns' positions and prepare a generic terms of reference (ToR) whereby each intern will work. UNDP does not assign interns to non-family duty stations unless they are already residing in that duty station.
3. Vacancy announcement for MGIMO recent graduates or students for internship in accordance with the specific ToR and based on this Memorandum will be published on the UNDP corporate web-site.
4. UNDP will select outstanding and motivated candidates on a competitive basis in accordance to the UNDP rules and procedures. MGIMO's recommendations on the candidates will be taken into consideration.
5. UNDP and MGIMO will agree on the period of each assignment and any extensions, up to a maximum of 3 months.
6. The selected interns will sign an Application for UNDP Internship Programme and UNDP Internship Agreement setting out the conditions of the assignment (Annexes 1 and 2 to the Memorandum).

Article II Obligations of MGIMO

1. MGIMO shall not disclose any confidential or unpublished information obtained, or made known to it by UNDP in connection with the internship assignments, and will make reasonable endeavours to ensure that the interns do not publish or otherwise disclose such information, unless they receive prior written approval from UNDP (see Article VI below).
2. Use of the UNDP name and logo requires prior written approval from UNDP. MGIMO recognizes that the UNDP name and logo may not be associated with any political or sectarian cause or otherwise used in a manner inconsistent with the status, reputation and neutrality of UNDP.
3. All the expenses connected with the internship will be borne by the intern or MGIMO.

Article III Obligations of UNDP

дополнительные знания и практический опыт, необходимые для достижения успеха в области развития,

принимая во внимание, что ПРООН рассматривает возможность извлечения пользы из знаний и навыков квалифицированных и мотивированных выпускников или студентов МГИМО МИД России, чьи учебные курсы соотносятся с направлениями работы ПРООН,

принимая во внимание, что Стороны желают создать совместную программу стажировок выпускников или студентов МГИМО МИД России в качестве стажеров в ПРООН и заключить настоящий Меморандум на основе дружественного сотрудничества и взаимопонимания, договорились о нижеследующем:

Статья I Порядок приема на стажировку

1. МГИМО МИД России обязуется раз в полгода отправлять в ПРООН заявки на стажировки.
2. ПРООН в консультации с МГИМО МИД России определит возможные направления и тематические области для стажеров и подготовит технические задания (ТЗ), в соответствии с которыми будет работать каждый стажер. ПРООН не командировывает своих стажеров в «несемейные» места службы, если только они уже не проживают в этих местах службы.
3. Объявление о вакансии стажеров для выпускников и студентов МГИМО МИД России в соответствии с ТЗ и настоящим Меморандумом будет опубликовано на корпоративном веб-сайте ПРООН: <http://www.undp.org/>
4. ПРООН будет отбирать кандидатов на конкурсной основе в соответствии с правилами и процедурами ПРООН. Рекомендации МГИМО МИД России по кандидатурам будут приняты во внимание.
5. ПРООН и МГИМО МИД России согласуют сроки прохождения стажировки, а также продления, общей продолжительностью до 3 месяцев.
6. Отобранные стажеры подадут Заявки на участие в программе стажировок ПРООН и подпишут Соглашение о прохождении стажировки в ПРООН, устанавливающее условия стажировки (Приложения 1 и 2 к настоящему Меморандуму).

Статья II Обязательства МГИМО МИД России

1. МГИМО МИД России не будет разглашать никакой конфиденциальной или неопубликованной информации, полученной или доведенной до его сведения ПРООН в связи с назначениями на стажировку, и предпринимает разумные усилия для обеспечения того, чтобы стажеры не публиковали или иным образом не разглашали такую информацию, если только они не получают предварительного письменного согласия ПРООН (Статья 6).
2. Для использования названия и логотипа ПРООН требуется предварительное письменное согласие ПРООН. МГИМО МИД России признает, что название и логотип ПРООН не могут быть связаны с какой-либо политической или религиозной деятельностью или иным образом использованы в нарушение статуса, репутации и нейтралитета ПРООН.
3. Все расходы, связанные с прохождением стажировки, несет стажер или МГИМО МИД России.

Статья III Обязательства ПРООН

1. ПРООН обязуется предоставить стажеру необходимое оборудование и иные ресурсы и

1. UNDP will provide the intern with equipment, resources and on-the-job training relevant to his/her academic curriculum or qualifications if applicable.
2. UNDP will assign the intern to a duty station either at UNDP Headquarters, in regional centres or country offices, according to the needs of UNDP and the preferences of the intern.
3. UNDP will not be responsible for obtaining necessary passport and visas by the intern. UNDP will issue only a letter stating acceptance of an individual as an intern and the conditions governing the internship.
4. UNDP will provide a reference/recommendation letter to the intern who successfully completes the assignment.

Article IV Financial Responsibilities

1. UNDP will not pay to the intern for the internship; all the expenses connected with it will be borne by the intern or MGIMO.
2. UNDP will not be responsible for the costs of travel, visas, accommodation, vaccinations or living expenses of the intern, or making arrangements for these.
3. MGIMO will reimburse to UNDP any costs that UNDP may incur in connection with the evacuation of an intern due to a security or medical emergency.
4. MGIMO or the intern will ensure that the intern is covered by the applicable health protection and medical insurance plan.
5. UNDP accepts no responsibility for costs arising from accidents and/or illness or death incurred during the internship.

Article V Legal Status of the Intern

1. Interns are not considered in any respect as being staff members or employees of UNDP.
2. An internship assignment does not carry any expectation of extension or of conversion to any type of contract or appointment with UNDP.
3. The intern is not eligible to apply for, or be appointed to, any positions during the period of the internship.

Article VI Confidentiality and Title Rights

1. MGIMO must keep confidential any and all unpublished information made known to it by UNDP.
2. Title rights, copyrights and all other rights of whatsoever nature on any material produced by the intern during the course of the assignment with UNDP will be vested exclusively in UNDP.
3. With the prior authorization of UNDP, the intern may use the results of the activities undertaken during the course of the internship assignment with UNDP in an academic dissertation or for any other academic purpose.

Article VII Entry into Force, Duration and Termination

1. This Memorandum shall enter into force on the date of its signature below by the duly authorized representatives of UNDP and of MGIMO.
2. Either Party may terminate this Memorandum by giving the other two months' notice in writing.

профессиональную подготовку на рабочем месте в соответствии с его учебной программой и квалификацией, если это применимо.

2. ПРООН направляет стажера на место прохождения стажировки либо в штаб-квартире ПРООН, либо в региональных центрах или страновых офисах в соответствии с потребностями ПРООН и предпочтениями стажера.
3. ПРООН не несет ответственности за получение стажером необходимых документов, виз и прочего. ПРООН предоставит подтверждающее письмо о приеме заявителя в качестве стажера и об условиях прохождения стажировки.
4. ПРООН предоставляет отзыв/рекомендацию стажеру, успешно прошедшему стажировку.

Статья IV Финансовые обязательства

1. ПРООН не оплачивает стажеру его стажировку; все расходы, связанные со стажировкой, будут покрываться стажером или МГИМО МИД России.
2. ПРООН не несет ответственности за покрытие расходов на проезд, визы, страховку, вакцинацию, размещение и проживание стажера.
3. МГИМО МИД России возместит ПРООН расходы, которые ПРООН может понести в связи с эвакуацией стажера по соображениям безопасности или неотложной медицинской помощи.
4. МГИМО МИД России или стажер самостоятельно приобретает медицинскую страховку.
5. ПРООН не несет ответственности за расходы, связанные с несчастными случаями, болезнями или смертью стажера во время прохождения стажировки.

Статья V Правовой статус стажера

1. Стажеры не считаются сотрудниками ПРООН.
2. Назначение на стажировку не предполагает какого-либо продления или преобразования в какой-либо вид контракта или назначения на работу в ПРООН.
3. Стажер не имеет права претендовать или быть назначенным на какие-либо должности в период стажировки.

Статья VI Конфиденциальность и право собственности

1. МГИМО МИД России должен сохранять конфиденциальной любую неопубликованную информацию, предоставленную ПРООН.
2. Права собственности, авторские права и все другие права любого характера на любые материалы, подготовленные стажером в ходе работы в ПРООН, будут принадлежать исключительно ПРООН.
3. С предварительного разрешения ПРООН стажер может использовать результаты своей работы, проведенной в ходе стажировки в ПРООН, в учебных целях.

Статья VII Вступление в силу, продолжительность и прекращение действия

1. Настоящий Меморандум вступит в силу с даты его подписания надлежащим образом уполномоченными представителями ПРООН и МГИМО МИД России.
2. Любая из сторон может прекратить действие настоящего Меморандума, направив письменное

3. Upon termination, the activities carried out under the Memorandum shall be brought to a prompt and orderly conclusion and arrangements shall be made for the return of the interns to their point of departure.

Article VIII Settlement of Disputes

1. The Parties shall consult with each other in respect of any matter that may arise in connection with the present Memorandum.

2. Any dispute, controversy or claim arising out of the present Memorandum shall be settled by negotiation or other mutually agreed mode of settlement.

Article IX Notice

Any notice or correspondence between UNDP and MGIMO will be addressed as follows:

To UNDP:

Ms. Natalia Voronkova, Project Manager

“Knowledge Management and Capacity Building in Russia-UNDP Partnership”

Phone: +7 (495) 787 2175

E-mail: natalia.voronkova@undp.org

To MGIMO:

Mr. Anton Podshivalov

Head of Department for Work with Students and Graduates

Phone: +7 (495) 225 3310, Email : tonypod@mail.ru

Article X Amendments

The present Memorandum may be amended by written agreement of both Parties. Each Party shall give full consideration to any proposal for an amendment made by the other Party.

In witness whereof, the representatives of UNDP and of MGIMO have signed the present Memorandum in English and Russian languages, in two originals of equal legal force, on one for each Party.

For the United Nations Development Programme (UNDP):

Achim Steiner, UNDP Administrator

For the Moscow State Institute of International Relations (MGIMO)

Anatoly Torkunov, Rector of MGIMO University

St. Petersburg, Russian Federation

Date: _____

St. Petersburg, Russian Federation

уведомление за два месяца до предполагаемой даты расторжения.

3. После прекращения договора, действия, осуществляемые в соответствии с Меморандумом, должны быть оперативно и упорядоченно завершены, и должны быть приняты меры для возвращения стажеров в место их отправления.

Статья VIII Урегулирование споров

1. Стороны консультируются друг с другом по любому вопросу, который может возникнуть в связи с настоящим Меморандумом.

2. Любой спор, разногласие или претензия, вытекающие из настоящего Меморандума, подлежат разрешению путем переговоров или иным взаимосогласованным способом урегулирования.

Статья IX Уведомления

Любое уведомление или переписка между ПРООН и МГИМО МИД России будут осуществляться через уполномоченных представителей:

В ПРООН:

Наталья Владимировна Воронкова, Менеджер проекта

"Управление знаниями и наращивание потенциала

в партнерстве Россия-ПРООН"

Телефон: +7 (495) 787 2175, natalia.voronkova@undp.org

В МГИМО:

Антон Юрьевич Подшивалов

Начальник Управления по работе

со студентами и выпускниками

Телефон: +7 (495) 225 33 10, Email: tonypod@mail.ru

Статья X Дополнения

Настоящий Меморандум может быть изменен по письменному соглашению обеих Сторон. Каждая Сторона в полной мере будет рассматривать любое предложение о внесении поправки, направленное другой Стороной.

В подтверждение чего, представители ПРООН и МГИМО МИД России подписали настоящий Меморандум на английском и русском языках, в двух экземплярах, обладающих одинаковой юридической силой, по одному экземпляру для каждой из Сторон.

За Программу развития ООН (ПРООН):

Ахим Штайнер, Администратор ПРООН

За МГИМО МИД России:

Анатолий Васильевич Торкунов, Ректор МГИМО МИД России

Санкт-Петербург, Российская Федерация

Дата: _____

Санкт-Петербург, Российская Федерация



Application for UNDP internship programme

1. Name of Applicant: _____
2. Present University or Institutional affiliation: _____
3. Area of study: _____
4. Degree expected: _____ Masters _____ Doctorate
Other _____
5. Date degree will be granted (Day/Month/Year) _____

6. Briefly explain your reasons for applying to the UNDP Internship Programme.
Please include specific objectives and expected benefits of the internship

7. Requested dates for Internship
(UNDP only accepts interns for a minimum of 6 weeks and a maximum of 6 months)
From: _____ To: _____
8. Preferred hours for Internship (please check one)
_____ Full-time (40 hours per week)
_____ Part-time (please specify the hours requested and why below): _____

9. Statement of understanding of the conditions of the Internship

I understand that, should I be accepted as an intern in UNDP, the following conditions will apply:

- a) Status: Although not considered a staff member of UNDP, I shall be subject to the authority of the Administrator and the authority delegated by him to the Heads of Bureaux and Offices. I understand that I am not entitled to the privileges and immunities accorded by member states to UNDP, its officials and staff members.
- b) Financial Support: I shall not be paid by UNDP and must make my own arrangements for living expenses. Travel costs to and from the duty station and living accommodation are also my own responsibility or those of the sponsoring institution.
- c) Medical Health and Life Coverage: UNDP accepts no responsibility for costs or fatality arising from illness or accidents incurred during the internship; therefore, I must carry adequate and regular medical and life insurance. I will be covered by the following health and life insurance during the internship period (your application will not be processed unless you provide this information!).

Medical: _____

Life: _____

- d) Passports and Visas: I am responsible for obtaining necessary passport and visas when required. UNDP will issue only a letter stating acceptance of an individual as an intern and the conditions governing the internship.

- e) Confidentiality and Publication of Information: As an intern, I will respect the confidentiality of information that I collect or am exposed to at UNDP. No reports or papers may be published



Заявка на программу стажировок ПРООН

1. ФИО заявителя: _____
2. Место учебы: _____
3. Область исследований: _____
4. Ожидаемая степень: _____ Магистра _____ Докторская
степень _____ Другое _____
5. Степень будет получена (День / Месяц / Год) _____

6. Пожалуйста, коротко объясните причины Вашего обращения в программу стажировок ПРООН и укажите конкретные цели и ожидаемые преимущества стажировки

7. Запрашиваемые сроки прохождения стажировки
(ПРООН принимает стажеров не менее чем на 6 недель и не более чем на 6 месяцев)
с: _____ до: _____
8. Предпочтительный график стажировки (пожалуйста, выберите один вариант):
_____ Полная занятость (40 часов в неделю)
_____ Неполная занятость (пожалуйста, укажите запрашиваемые часы с объяснением причин ниже): _____

9. Заявление о принятии условий прохождения практики:
Я соглашаюсь, что, если меня примут в качестве стажера в ПРООН, то будут применяться следующие условия:

- a) Статус: хотя я не буду считаться сотрудником ПРООН, на меня будут распространяться полномочия Администратора и делегированных им руководителей бюро и офисов. Я соглашаюсь, что я не вправе пользоваться привилегиями и иммунитетами, предоставляемым государствам-членам ПРООН, его должностным лицам и сотрудникам.
- b) Финансовая поддержка: Мои расходы во время стажировки не будут оплачиваться ПРООН, и я должен самостоятельно планировать расходы на проживание. Расходы на проезд к и из места прохождения стажировки и проживания также являются моей личной ответственностью или ответственностью МГИМО МИД России.
- в) Медицинское страхование и страхование жизни: ПРООН не несет ответственности за расходы или смерть, связанные с болезнью или несчастными случаями, произошедшими во время стажировки; поэтому я должен иметь соответствующее и постоянное медицинское страхование и страхование жизни. Во время стажировки я буду застрахован следующим полисом страхования здоровья и жизни (Ваша заявка не будет оформлена до предоставления этой информации!).

Медицинское страхование: _____

Страхование жизни: _____

- г) Паспорта и визы: я несу ответственность за получение необходимых паспортов и виз, если требуется. ПРООН обязуется предоставить подтверждающее письмо о приеме заявителя в качестве стажера и об условиях прохождения стажировки.

based on information obtained from UNDP without the explicit written authorization of the Head of Bureaux or Office.

f) Employment Prospects: The UNDP Internship Programme is not connected with employment and there is no expectancy of such. Interns cannot apply for posts advertised internally to UNDP staff during the period of internship.

Signed: _____

Date: _____

Annex 2



UNDP Internship Agreement

1. I accept the internship, which has been awarded to me by UNDP and understand that:

- a) UNDP will not pay me for my internship; all the expenses connected with it will be borne by me or my sponsoring Government or institution;
- b) UNDP accepts no responsibility for costs arising from accidents and/or illness or death incurred during my internship; I will provide proof of my enrolment in a health insurance plan and a medical certificate of good health prior to the start of the internship;
- c) I am not eligible to apply for, or be appointed to, any positions during the period of my internship;
- d) UNDP accepts no responsibility for any claims by any parties where the loss of or damage to their property, death or personal injury was caused by my actions or omission of action during the internship;
- e) I am personally responsible for obtaining necessary visas and arranging my travel to and from the duty station where the internship will be performed;
- f) There is no expectation of employment following the internship.

2. I undertake the following obligations with respect to the UNDP internship programme:

- a) To observe all applicable rules, regulations, instructions, procedures and directives of the Organization;
- b) To refrain from any conduct that would adversely reflect on UNDP or on the receiving bureau/office and will not engage in any activity which is incompatible with the aims and objectives of UNDP;
- c) To respect the impartiality and independence required of UNDP and of the receiving bureau/office and shall not seek or accept instructions regarding the services performed from any Government or from any authority external to the Organization;
- d) To keep confidential any and all unpublished information made known to me by the accepting office or bureau during the course of my internship that I know or

д) Конфиденциальность и публикация информации: в качестве стажера я буду уважать конфиденциальность информации, которую я могу получить в ПРООН. Никакие доклады или документы не могут публиковаться на основе информации, полученной от ПРООН, без прямого письменного разрешения руководителя бюро или офиса.

е) Перспективы трудоустройства: программа стажировок ПРООН не связана с занятостью в ПРООН, и не предполагает ее. Стажеры не могут подавать заявления на должности, объявляемые внутри ПРООН в период стажировки.

Подписано: _____

Дата: _____

Приложение 2



Соглашение о прохождении стажировки в ПРООН

1. Я принимаю условия стажировки в ПРООН и понимаю, что:

- a) ПРООН не будет платить мне за мою стажировку; все расходы, связанные с ней, будут нести я или МГИМО МИД России;
- б) ПРООН не несет ответственности за расходы, связанные с несчастными случаями и/или болезнью или смертью, которые могут иметь место во время прохождения стажировки; я обязуюсь предоставить медицинскую страховку и медицинскую справку о хорошем состоянии здоровья до начала стажировки;
- в) Я не имею права претендовать или быть назначенным на какие-либо должности в период моей стажировки;
- г) ПРООН не несет ответственности перед третьими сторонами, если в случае моих действий или бездействия во время стажировки им был причинен имущественный ущерб, а также вред здоровью или телесные повреждения;
- д) Я несу полную ответственность за получение необходимых виз и организацию моей поездки до места прохождения стажировки и обратно;

е) прохождение стажировки не подразумевает трудоустройство.

2. Я принимаю следующие обязательства в отношении программы стажировок ПРООН:

- a) соблюдать все действующие правила, положения, инструкции, процедуры и директивы организации;
- б) воздерживаться от поведения, которое негативно отразилось бы на ПРООН или на принимающем бюро/офисе и не буду заниматься какой-либо деятельностью, несовместимой с целями и задачами ПРООН;
- в) уважать беспристрастность и независимость, требуемые в ПРООН и принимающем бюро/офисе, не запрашивать и не принимать указания относительно выполнения обязанностей от какого-либо правительства или организации, не относящейся к ПРООН;
- г) сохранять конфиденциальность любой и всей неопубликованной информации, ставшей известной мне при прохождении моей стажировки в принимающем офисе или

ought to have known has not been made public, and except with the explicit authorization of UNDP, not to publish any reports or papers on the basis of information obtained during the programme, both during and after the completion of my internship;

e) To provide immediate written notice in case of illness or other circumstances which might prevent me from completing the internship;

f) To return my identification pass to my supervisor at the end of my internship;

g) To comply with local laws and customs.

I have read the attached terms of reference of my internship and I accept to abide by them.

Signature

Printed Name

Date

бюро, и которая могла быть обнародована только с разрешения ПРООН, не публиковать какие-либо отчеты или документы на основании сведений, полученных в ходе стажировки, как во время, так и после завершения моей стажировки;

д) незамедлительно направить письменное уведомление в соответствующее подразделение ПРООН в случае болезни или других обстоятельств, которые могли бы помешать мне пройти стажировку;

е) вернуть личный пропуск руководителю по окончании стажировки;

ж) соблюдать действующее законодательство и обычаи страны прохождения стажировки.

Я ознакомлен с приложенным техническим заданием моей стажировки и согласен соблюдать их.

Подпись

Расшифровка

Дата

Annex 9. Summary report on Regional round table in Kyrgyzstan, March 2017

Area-based development programmes: mechanisms, best practices and lessons learnt

On the occasion of the successful completion of several UNDP projects funded by the Russian Federation, UNDP Kyrgyzstan and UNDP Regional Hub for Europe and CIS convened the regional round table on area-based development programmes in Bishkek, Kyrgyzstan, on 16 - 17 March 2017. The round table took place back to back with the forum “Area-based development programmes and capacity development projects as a vehicle to achieve SDGs in Kyrgyzstan” with participation of high rank Kyrgyz officials, the Russian ambassador, regional government representatives, international organizations and civil society.

The summary report outlines the main outcomes of the round table, including identified best practices and lessons learnt.

BACKGROUND

By adopting the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs) the international community have agreed on ambitious commitments covering virtually all development sectors and topics. The inclusive and multidimensional nature of the 17 goals calls for an integrated, comprehensive, coherent and effective frameworks to implement the SDGs.

The area-based development can be an essential vehicle to support the achievement of the SDGs in UNDP programme countries. The area-based approach allows local communities to define a development policy based on the area’s particular circumstances, assets, needs and opportunities. Defined in opposition to the sectoral approach, area-based programmes involve diverse components jointly identified with the community and reflecting the area’s particular environmental, economic, social, cultural and other features. The area-based approach advocates a new type of relationship with the beneficiary community by encouraging partnership and active engagement in the decision making.

Components of the area-based programmes vary reflecting particular needs of the specific territories, but in general, they include the following directions:

- Agriculture;

- Access to water;
- Infrastructure;
- Employment generation;
- Vocational training;
- Trade;
- Access to finance.

Poverty alleviation, SGD 1, is the overarching goal of the area-based programmes and they support a number of related SDGs by creating jobs, providing quality education, investing in infrastructure and so on.

UNDP has developed and implemented a methodology on integrated area-based development adaptable to specific regional context. For example, in Kyrgyzstan this approach was pioneered in Batken Province and then was applied to the Naryn Integrated Area-based Development Programme, financed by the Government of the Russian Federation. It has demonstrated a success in reducing poverty in Naryn province and strengthening access of vulnerable groups to basic services and livelihoods. Since 2014, UNDP Tajikistan is implementing the project funded by the Russian Federation aimed at Livelihood improvement of rural population project living in nine districts.

Russian support for the UNDP area-based programmes has expanded and covers a variety of projects in Kyrgyzstan, Tajikistan and Armenia. Total funding to date is over \$20 million.

Project name, country	Status	Funding
Comprehensive development of the Naryn Region in Kyrgyzstan	2014-2016 Completed	\$3,5 million
Livelihood Improvement of Rural Population in Nine Districts of Tajikistan (LIRP project)	2014-2017 Ongoing	\$6,7 million
Socio-economic development of communities around radioactive sites in Kyrgyzstan	2015-2016 Completed	\$1,48 million
Integrated support to rural development: building resilient communities in Tavush region, Armenia	2015-2020 Ongoing	\$5 million
Integrated Osh Area-based Development, Kyrgyzstan	2016-2019 Ongoing	\$3,5 million by Russia-UNDP Trust Fund for Development (TFD)
Promotion of social and economic opportunities for women and youth in Zerafshan Valley of Tajikistan	2017-2019 TFD funding decision expected in 2017	\$1,5 million (TFD)

OBJECTIVES

The overall **objective** of the round table was to take stock of the development results supported by the Russia-funded UNDP area-based development programmes and to discuss the recommendations aimed at improving the current practice. The tasks to achieve the objective were the following:

- Share experience of completed and ongoing area-based development programmes;
- Discuss existing practices, best solutions and challenges of economic development in target communities;
- Identify existing gaps, potential for introducing innovations in area-based development programmes;
- Consolidate evidence and information useful for further elaboration of the Zerafshan project in Tajikistan;

- Provide a networking space for UNDP project teams implementing area-based programmes to support further communication and experience sharing;
- Inform participants on relevant Russia-UNDP Trust Fund for Development (TFD) policies, including TFD communication and visibility strategy, reporting guidelines, etc.

PARTICIPANTS

Over 30 participants attended the round table representing:

- **The Ministry of Finance, the Ministry of Economic Development, and the Ministry of Foreign Affairs of the Russian Federation**, including Dmitry Maximychev, Deputy Director of the Department of International Organizations;
- **UNDP Country Office (CO) in Kyrgyzstan**, including Alexander Avanesov, UNDP Resident Representative in Kyrgyzstan, Aliona Niculita, UNDP Deputy Resident Representative, management and programme staff, project teams from Naryn, Osh and Batken offices, communications specialists, etc.;
- **UNDP CO in Tajikistan** team, including Mubin Rustamov, Assistant to Resident Representative;
- **UNDP CO in Armenia** represented by Armen Tiraturyan, Project Manager;
- **UNDP Regional Hub for Europe and the CIS** New Partnerships and Emerging Donors Team, including Alexander Averchenkov, TFD Manager.

Full list of participants is available in a [shared access folder](#).

KEY FINDINGS: MECHANISMS, BEST PRACTICES AND LESSONS LEARNT OF AREA-BASED DEVELOPMENT PROGRAMMES

The round table facilitated free exchange of insights, ideas and experience by the participants directly or indirectly involved in design, implementation, monitoring and assessment of area-based programmes. Participants were also able to get a feedback and to discuss the project results with the beneficiaries in Naryn and Osh via video conference at the facilities of the Ministry of Emergency Situations of the Kyrgyz Republic. The round table has revealed that in general the **area-based development approach used in the Russia-funded projects has proven successful in addressing development problems at community and grassroots level**, stimulating local economic growth via creating of employment opportunities, solving local infrastructure problems such as building an irrigation system, opening a water well, repairing an electricity station, etc.

Modalities of area-based development (ABD) programmes slightly vary from project to project and sharing of experience has proved to be a useful exercise to stimulate reflection on what works and introduction of new models, approaches and practices. Key findings structured around main programme's components are outlined below.

Community development planning, identification of development priorities

All area-based programmes start from **joint identification of local development priorities**. Support to **local development planning** is the important instrument of ABD programmes implementation. In Tajikistan, the District Development Programme is a mechanism of localization of global and national strategic priorities and allows to take into account the interests of all levels of the population in the planning and implementation of local development priorities. In Naryn, Kyrgyzstan, a regional development plan exists but there are no plans in each community and UNDP programme has been supporting planning at the community level. In Armenia over 80% of the community plans that were developed with the UNDP project support were later used by communities in drafting their 5-year plans in line with the Law on Local Self-Governance.

Feeling of ownership by community over their development planning and prioritization is the key for ensuring sustainability of the results in this component. The level of local budgets allocations is an important factor in ensuring that development plans are taken seriously and actually work. In Tajikistan, districts have limited budget to allocate to development priorities, in Kyrgyzstan communities have budgets but districts do not, so the dynamics differ and should be taken into account so that development plans supported by

UNDP leads to results and does not just lay on shelves. In Armenia, UNDP is engaging communities in various activities related to the priorities identification, for example, essay competitions on “How to make resilient community” enables facilitation of participation of diverse groups of stakeholders to voice their opinion in the process of defining the vision and direction of development of their communities who otherwise would not be able to contribute to the community planning process.

Heated discussions arose around the issue on whether a unified **model of local development** is needed, for example in Kyrgyzstan. Development of such a model was recommended by UNDP Independent Evaluation Office to support the Kyrgyz Government in making local planning more systemic and predictable. At the same time many participants felt that such model would not translate into practice and would be just one more paper that is not used, they proposed instead to focus on supporting actual planning practices at the community level.

Selection of projects and initiatives for financial support

A 2006 Practitioner’s Guide to Area-Based Development Programming by Jan Harfst admits that *“successful area-based economic development strategies will be in first instance most effective for those that are willing and able to make use of the opportunities, which are seldom the poorest of the poor or the destitute. But eventually, “trickle-down” effects of local economic development may improve conditions for these groups as well”*⁶. The **issue of whom to support – those most in need or those with greatest potential** – drew great attention of participants. In Armenia, the project focuses on those in need (young families, women-headed families, people with disabilities, etc) out of those who demonstrate high potential to deliver sustainable growth. Kyrgyz colleagues prioritize projects and initiatives that can provide sustainable results. For example, they support an existing business to widen its production and to employ project beneficiaries. Previous experience have shown that if business owner does not have sound economic strategy and has not invested in the business before, such enterprise might not operate for long time. Tajikistan project has dual approach. It provides loans via microfinance institutions to the existing businesses and individual enterprises but also has a grants scheme to support initiatives and businesses with clear value for the community. Projects for grant support are selected by special committees in the communities. General view regarding the issue whom to support is that economic growth points should be supported.

Practices on **how the projects are chosen** vary. In Armenia, projects to be supported are chosen by the project team with intense consultations with local community leaders and other stakeholders, application are submitted based on an open call and undergo a very careful and strict selection process. In Tajikistan, there are working groups within the district administrations, consisting of private sector, community and government representatives, that select the projects to be funded and UNDP offers support in assessing the quality by developed Quality Assurance Document and feasibility of the business plans. Also, supported projects are taken from the District Development Programmes. In Kyrgyzstan the approach to delivering support to beneficiaries have changed over time: first, in the project in Batken province UNDP directly provided financial assistance to beneficiaries, in the Naryn project community councils made the decisions with the support from UNDP in assessing the applications, as for the Osh project, the team is still deliberating the best way.

Interests of different groups vary and should be carefully identified and incorporated in the ABD programme design and implementation. Participants from the Osh region via videoconference have told to the roundtable participants that as a rule local authorities want to support social infrastructure such as schools, hospitals, kindergartens. UNDP assures them to invest in economically sound project activities that would generate more long-term benefits by investing in projects, stimulate economic growth in the communities and would create employment opportunities. Interviews with community members and leaders in the Naryn region showed that more impact was achieved by activities that solved local infrastructure problems (such as building an irrigation system, opening a water well, repairing an electricity station, etc.) from which the larger community benefited. The donor has also expressed support for practically oriented interventions.

Local context and programme design

Development priorities are directly related to the **specifics of the particular region or territory**. For example, in the Osh programme special attention would be paid to local community resilience to natural disasters as

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<https://www.dropbox.com/s/cnrkmt6pmsim0i1/A%20Practitioners%20Guide%20to%20Area-Based%20Development%20Programming.pdf?dl=0>

the region is prone to various natural calamities associated with weather, landscape and seismic activity. The 2010 inter-ethnic conflict lessons learned in Osh and Jalalabad regions also necessitate strengthened engagement of executive bodies, local authorities and not-for-profit organizations for their collective response to major conflict-related emergencies and crises.

Deep knowledge of local context is pivotal for development of the successful area-based project design and this insight was once again reiterated at the discussion of the **Zeravshan proposal**. The project was developed by specialists with extensive work experience in the region and takes into account various **local conditions, including the power structure**. Project development was preceded by the exploration trip to Ayni and Kuhistoni Mastchoh districts in Zeravshan River Basin. During the trip and intense communication with local stakeholders specific bottlenecks that prevail women and youth from active participation in the economic life were revealed and project design is based on these findings.

A number of **bottlenecks for youth and girls' education** was revealed during the Zeravshan project preparation stage. It was discovered that girls are not encouraged by their families to attend vocational training colleges if they need to leave home and live at the dormitories. Given the remoteness of most of the communities from district centers that means that women and girls cannot receive any technical and vocational training. The project intends to overcome this by bringing the short- or medium-terms training opportunities to the communities in which girls reside. In addition, girls prefer to study in female-only groups and such opportunities will be provided. The project will also support the modality of apprenticeship to endow youth and women with skills needed for income generation. Another revealed bottleneck relates to the poor access to education and health services as this social infrastructure is in extremely poor condition. A trip to reach a hospital would take more than a day and this leads to more unsafe births at home, for example. By investing in social infrastructure the project would also partially address the issue of time poverty when people spend time in accessing basic infrastructure and have less time left for productive activities.

Dialogue with government at various levels, cooperation with development partners

All the area-based development programmes start from the **dialogue with the Government** at various levels: central, regional, community. In Tajikistan the Government has decided in what communities the programme should work.

All projects stressed that there should be greater attention to supporting **capacity building of local authorities**. One of the best practices in Naryn was to provide grant money directly to the local authorities' budgets and later they were used for solving local socio-economic problems under the constant supervision of UNDP. Same approach will be used in Osh.

One of the lessons from Tajikistan is that close cooperation with the responsible government agencies and the local community to **raise awareness about the reforms** in the sphere of labor and employment opportunities is a prerequisite for the effective implementation of projects to increase employment. Also, platforms for public-private dialogue - Regional Consultative Councils on Improving Investment Climate established to improve the investment climate, and business environment at the local level and serves as a tool to build confidence between different sectors of society, and an effective mechanism for solving business problems. Consultative Councils are also serving as a platform to facilitate the investors for selection of areas for funding.

All area-based projects **coordinate their activities with the donor community** working in the same region. In some cases, they use existing mechanisms such as for example Development Partners Coordination Council in Kyrgyzstan and Tajikistan. In other cases, UNDP convenes donor meeting, such as for example Development actors coordination meeting on development assistance programmes to Tavush in March 2017. The Tavush project also intensively cooperates with the School feeding programme that is implemented by WFP and Russian Social and Industrial Foodservice Institute and will renovate seven school canteens.

Practices in specific interventions, including income generation activities

In Tajikistan, previous experience has shown that the most sustainable projects are **projects with economic potential**. For example, it was revealed that Tajik fruit producers are not familiar with the full cycle of marketing and sales, while very small interventions can seriously improve the quality of their products. For example, non-observance of minimum quality standards in storage and transportation can affect the quality of agriculture products. E.g. if fruit storage has a small step at the entrance, fruits will be a bit shaken while

loaded and quality would be worse. Most of community representatives and businesses have limited financial resources to ensure production and processing of agriculture products in sufficient volumes and standardized quality to meet demand of big importers from Russia and other countries. Zeravshan project would pay attention to investing in development catalysts, such as value chains initiatives and support for marketing, logistics and sales.

Microcredits with concessional rates in rural areas have positive influence on the initiation and implementation of business ideas and serve as an effective instrument to support local business. Experience with microcredits have been positive in all projects, but the modalities of how to provide credits vary. Microcredits in Tajikistan were provided via non-profit public funds, selected through transparent competitive process so that the state can take part of the risks associated with non-repayment.

Grants to projects and initiatives with high social effect have also been widely used. For instance, in Tajikistan, a female entrepreneur received a grant to support her adras production and hire new employees, she developed 14 new types of the fabric. Grants are important to support initiatives that can have high social effect and in that particular case it was important to support a businesswoman. Survey in Tajikistan showed that one of the most important hindrances to female entrepreneurship is the lack of confidence (due to cultural prejudice about women' role in society) and generally lower level of education among women. Positive examples from more successful female entrepreneurs, mentorship programs and support to business networking may have positive effect on developing motivation for female entrepreneurship and self-employment. Access to financial resources and business skills also plays important role.

Both in Kyrgyzstan and Tajikistan, projects had positive experience with **vocational training institutions**. Rehabilitation and equipping of vocational training institutions in Tajikistan and provision of professional training courses were very important for the development of professional potential and employment of the local population, including the poor and vulnerable community. UNDP supported the introduction of new training courses in local vocational lyceums, and the diversification of educational programs that are in demand in the labor market. Targeted vocational lyceums are actively working with different groups (including women, youth, people with disabilities), and actively cooperate with employers and local authorities. In Kyrgyzstan, Russian experts were involved into development of a strategy for vocational training including strengthening of the material and technical basis, introduction of new education programmes, and facilitation of lyceums collaboration with various stakeholders of the job market.

Establishment of **machinery pools and agricultural collection center** has been proven effective to support agricultural production in a cluster of villages. Greenhouses are also in high demand. In Armenia, farmers are able to increase their income by cultivating crops in greenhouses in a safe environment. With small modification, it is possible to grow herbs even during the coldest months of the year. One of the lessons learnt from Naryn programme is that introduction of the green technologies could have been stepped up. In Osh, the programme on creation of 'Green villages' will be further tested.

Best practices related to programme's management

One of the good practice in Naryn programme has been the placement of the highly qualified **procurement** specialist in Bishkek in the central UNDP project implementation office. That enables to streamline and fasten the procurement processes. Naryn experience has also shown that monitoring of the grants and project activities to ensure sustainability of results needs greater period and programme length should be sufficient.

Sustainability of results, potential for scaling up and replication

To ensure **community ownership and sustainability of the results**, all projects require some kind of community cost sharing. In Armenia, the project's beneficiaries are required to provide at least 20% own contribution to the sub-projects. Often beneficiaries receive some share of the 20% support from local diaspora associated organizations for large-scale capital intensive projects. The project also considers some conditional schemes to substitute 20% share, for example, a bakery owner can receive new equipment on a condition that later he or she would provide bread for a local school and thus substitute the 20% requirement. In Tajikistan, input by the local community may translate into renovating the building or a room for the small business by the community itself while UNDP would only provide equipment for the business. In Naryn, Kyrgyzstan, support was provided to youth entrepreneurs and they made a commitment to pay up to 10% of their profits to the local budget.

In Armenia, the Community Development Funds, founded and managed by the communities, serve as a means for financial support to **effective management** of the agricultural collection centers and agricultural machinery pools that were created under the project. Such Funds often provide the cofinancing and later they can reinvest the profit into other community-development project or enlarge the production / services already established. Also very importantly, they can hire a professional manager to administer the Fund thus having more chances for its sustainability once the project ends.

An important insight from Kyrgyzstan relates to **purchase of equipment**. Consideration on its future use should be taken into account already at the stage of procurement, as the best quality-price ratio does not entail that community will have skills and local budget to maintain the equipment after the project's closure. For example, the Naryn project made sure that there are at least several specialists in the community trained in maintenance of solar batteries.

In general, previous UNDP experience has shown that the most sustainable projects are projects with **economic potential and development catalysts**, such as value chains initiatives and support for marketing and sales. In Tajikistan, this experience will be taken into account in the provision of small grants to non-governmental organizations, associations of dekhkan farms, local business - associations and business support centers in the framework of the project.

FUTURE PLANS AND FOLLOW-UPS

Participants have discussed on how the successes achieved under the ABD programmes can be **scaled up and replicated in a systematic manner**. A fairly robust evidence-based data is needed to be taken forward for policy dialogue with government at appropriate levels. There is a high demand to consolidate efforts in the same districts and with the same communities. For example, the respective governmental authorities supported by international and national donors and partners may **continue and scale up work in the Batken, Jalal-Abad and Naryn** regions and communities around radioactive sites in **Kyrgyzstan**, in the **nine districts of Tajikistan**.

Given the specifics of the region, cross-border cooperation and **ABD programmes in the bordering regions** would also have great potential to solve pertinent issues for the communities and support peace and stability in the region by minimizing conflict potential. There is a strong need to support **ABD programmes targeting the youth** and their specific needs in employment, education and entrepreneurship as, for example, 70 % of the population of Tajikistan are under the age of 30.

The round table focused on major issues of ABD programmes implementation and revealed great appetite of participants to continue exchange of practices as only a portion of pertinent issues was discussed due to time constraints. Participants shared willingness to further engage in such 'community of practice' exercises, for example, on a rotating basis among the participating countries. **Issues that can be discussed further** and were of interest to participants include: how demonstration projects can be replicated; when the impact should be measured and how; how to build the evidence base to show that it is the programmes that have impact and not some other concurrent measures; how to design and implement an exit strategy; what are the potential limitations to the area-based approach, etc.

ROUND TABLE MATERIALS

Participants have shared analytical and informational materials produced by the projects, with a focus on their experience and good practice on supporting visibility of area-based programmes, including videos, infographics, publications, etc. All round table materials including the list of participants, presentations, background materials, videos, photos and other visibility materials are available in a [shared access folder](#). The folder will be further updated and maintained. The participants are encouraged to share any relevant materials with Anastasia Maximova at anastasia.maximova@undp.org.