

## United Nations Development Programme

Country: Ukraine

### Project document

**Project Title:** Sustainable development in Crimea: transformational models for rural territories and advisory services

**Expected CP Outcome(s):** UNDAF/CPD outcome 2: Reduction of poverty in rural areas through socio-economic development activities Output 3: Villages, through integrated development actions (including diversified economic opportunities), become sustainable social and economic units contributing to rural development

UNDAF/CPD outcome # 7 (s): More effective and accountable public institutions respond to the needs of all persons within the jurisdiction of Ukraine, especially the most vulnerable

Output 2: Improved capacity of local authorities to transparently define and implement local development strategies, deliver public services, and foster local development

**Implementing Partner:** UNDP

#### Brief Description

The goal of the project is to enhance the capacities of the Crimean local authorities to address development challenges in the region, through evidence-based policies and implementation of tested sustainable development models in Crimea. This project takes into account the work carried out by UNDP in Crimea, through Support to the Regional Development of Crimea, Community-Based Approach to Local Development, Crimea Integration and Development Programme, and Human Security Monitoring and Public Dialogue projects to promote sustainable growth and regional development. The project's outputs include 1) transformation models of villages & small cities for sustainable development piloted, 2) improved understanding of development challenges and solutions among Crimean decision-makers. Activities of the project will cover all tiers of local self-government and state administration in Crimea, and will contribute to more effective and long-term authorities' initiatives for people's well-being.

Programme Period: 2012-2016

CPAP Programme Component: UNDP interventions in the Autonomous Republic of Crimea (ARC), the Chernobyl affected areas, and promotion and dissemination of local knowledge

Atlas Award ID: \_\_\_\_\_

Start date: 15 April 2012

End Date 31 December 2013

PAC Meeting Date \_\_\_\_\_

Management Arrangements NIM

2012 AWP budget: 172,276.00

Total resources required \$ 373,760.00

Total allocated resources: \_\_\_\_\_

• Regular (TRAC) \$ 323,760.00

• Other:

○ Donor \_\_\_\_\_

○ Donor \_\_\_\_\_

○ Donor \_\_\_\_\_

○ Government \_\_\_\_\_

In-kind Contributions: \$50,000

Agreed by UNDP: \_\_\_\_\_

Agreed by CM AR Crimea: \_\_\_\_\_

# I. SITUATION ANALYSIS

## I.1. Crimea - general information and macroeconomic trends

Crimea is an Autonomous Republic established in 1996. Despite its autonomous status, Crimea is one of the 27 regions of Ukraine and its powers do not differ significantly from other regions, although several legal initiatives – already adopted or pipelined in the Parliament of Ukraine – aim at increasing competencies of the Autonomy in the area of investment attraction and governance.

The Autonomous Republic of Crimea, with a territory of 26.2 thousand square kilometres, is populated by 1.95 million residents. According to 2011 data, 63% of population lives in urban areas and 37% in rural areas. The region is divided administratively into 14 districts and 11 cities. According to the latest census held in 2001, ethnic Russians make 58.5%, Ukrainians 24.4%, and Crimean Tatars 12.1%.

The government system of Crimea consists in a legislature, the Verkhovna Rada of the Autonomous Republic of Crimea – the representative body of the local government, and an executive body, the Council of Ministers. . Since the last local elections in 2010, 80 out of 100 sits are taken by the Party of Regions; Communist party, Kurultay-Rukh, "Soyuz" – have 5 sits each, 3 mandates are taken by "Russkoye Yedinstvo" and 2 by "Sylna Ukraina" party factions.

Crimean latest Gross Regional Product data, available for 2010 only shows an increase of 5.8% in relation to 2009 (in 2009 it dropped by nearly 10% in comparison to 2008). The trend reflects the overall Ukraine's situation. The average nominal salary in January 2012 amounts to UAH 2295 (\$285), lower than the Ukrainian average (UAH 2722). Registered unemployment equals to 21.7 thousand (under 2% of all able-bodied people), while unemployment levels calculated according to ILO methodology remains at 5.9% (7.9% in the whole Ukraine)<sup>1</sup>. Inflation in Crimea reached 6% in 2011 (4.6% in Ukraine).

## I.2. General development challenges in Crimea

UNDP's experience in Ukraine and in Crimea in particular shows that regional authorities remain ineffective in initiating and implementing systemic development solutions. This situation is due to several factors, such as a lack of appropriate administrative reform (e.g. weakness of self-government compared to the state administration "vertical", budgeting system), insufficient human resources, which are often of low capacities, bureaucratic routine and inertia.

Crimea, as the rest of Ukraine, faces several key development challenges, including weak legal framework, overregulation, overlapping of competencies, centralized solutions, and frequent discrepancies between the existing legal framework and practice (capacities) of the authorities to implement the law. Ineffective governance problems lead to a number of specific problems in the economic and social life. In the context of this Project the following challenges are of particular importance:

- **Poverty and development disparities** between the urban and rural areas. The poverty level in Crimea currently reaches 25.4%<sup>2</sup>, but its distribution is uneven territorially. Rural residents are specifically under the risk of acute social exclusion – rural households make 48.3% of all households found in acute socially exclusion, and the risk of total social exclusion faced by rural household is 155.6%, which is nearly 3 times higher than the risk faced by large cities' household<sup>3</sup>. According to a research commissioned by UNDP in 2009, the poverty level in rural areas of Crimea is 12% higher than in towns. Most importantly the residents of rural

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<sup>1</sup> For the 3<sup>rd</sup> quarter of 2011, for the adults over 15 years old.

<sup>2</sup> Data of Ministry of the Labour and Social Policy of Crimea. The relevant indicator for Ukraine is 24.1%. The poverty depth (which is the statistical deviation of incomes from the legally defined poverty line) equals to 22.4% in Crimea, and 20.9% in Ukraine

<sup>3</sup> Ukraine: Towards Social Inclusion. National Human Development Report 2011, p.99.

territories face the “poverty of opportunities” – i.e. lack of access to information, proper health-care, education, effective transport etc.

- **Uncompetitive economy.** Economic development in Crimea (as in the rest of Ukraine) is hampered by an unfavourable business and investment climate<sup>4</sup>, unstable and non-transparent land resource policies, and omnipresent corruption, as well as by weak linkages between science and business, etc.
- **Diversity management problems.** The Government of Ukraine has insufficient capacities to deal with cultural diversity in sensitive regions such as Crimea. In Crimea ethnic and religious diversity leads to protest activities with regard to land distribution, educational rights, and use of language, FDP state programme implementation, use of religious symbols in public space and others.
- **Weak civil society,** and low capacity of human potential at the regional level – expert and analytical potential, as well as capacities of local leaders remain fairly low; the expert market is shallow and narrow in terms of specialist topics covered, while local leaders are often unable to strategically plan, fundraise, implement and monitor development initiatives (this also includes a general lack of skills to analyse, communicate, resource mobilize, and cooperate with authorities).

### **I.3. Specific development challenges in Crimean rural areas**

In Crimea, as in the rest of Ukraine, the **potential of rural territories** does not appear, so far, to have been harnessed coherently for the sustainable development of regions. Policies conducted by the government (at both national and local levels) are unsystematic in responding to the urgent problems of the rural population as well as in promoting a genuine diversification of economic opportunities for rural areas. An important law, at present in the course of preparation, might significantly and adversely affect the future of a large number of villages. This law relates to the lifting of land sale moratorium, which could be enacted in 2013. Experts claim that the passing of this law could lead to the emergence of a very brutal, sometimes criminally tinted, competition between large and small owners, the former compelling the latter to sell their lands. This will impact negatively on the future income generation and sustainability of villages.

In the current conditions, Crimean villages and small rural towns may face the risk of gradual disappearance. The importance of villages/small rural towns as contributors to rural and regional development has, over the years, been discussed by many and questioned by some. In particular, experts challenge the reasons why these territorial units should be “revitalised”, the economic gains that this would bring to a region, and whether urban centres do not represent more sustainable employment opportunities and economies of scale in terms of public services provision. Other experts, however, see the worsening situation of villages/small rural towns as a societal failure, a demonstration of lack of solidarity leading to missed economic opportunities, and the disappearance of local culture and traditions. They also see rural depopulation and increased urbanisation as environmental threats.

For Ukraine in general and for Crimea in particular with its large non-urbanised areas, there is no doubt that a balanced rural development is key to the overall sustainable development of the region. The potential role that villages and small rural towns should play in this context, therefore, should not be underestimated.

### **I.3. UNDP involvement in Crimea**

UNDP presence in Crimea goes back to 1995. Since that time, a large number of projects have been implemented by the organization. The project areas covered, among others, good governance, community development, decentralization, strategic planning, regional development, gender equity, municipal governance and sustainable development. Currently there are several UNDP

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<sup>4</sup> Ukraine continuously ranks low (145 out of 183 ranked countries) in annual Doing Business ranking, which assesses country’s indicators against 9 procedures related to e.g. starting a business, dealing with construction permits, registering property, getting credit etc.

projects operating in Crimea – Community Based Approach to Local Development, Support to the Regional Development Agency, Black Sea Box, Rule of Law in Public Administration, Human Security Monitoring and Public Dialogue in Crimea.

UNDP established its Sub-office in Crimea in December 2010. The UNDP Sub-Office in Crimea is dedicated to promoting innovative solutions at the regional level, which can contribute to an enhancement of policy-making capacities of Crimean government, by testing concepts/models of local development, presenting results and promoting them for further funding. The Sub-Office has established a strong network of partnerships with the republican and local government, and works closely with them to look for critical areas of support and develop partnership for the implementation of development initiatives in the region.

In particular, UNDP has, over the years and through various actions and projects, sensitized its partners (government and NGOs) on the specific needs of rural areas. In Crimea, since 2002, UNDP, with multi-donor funding, through its Crimea Integration and Development Programme (CIDP) has tested a community mobilisation approach through a range of community mobilisation projects which were aimed at improving rural water supply systems, public and social infrastructures and more recently supporting villages' households in setting up small farming cooperatives. Since 2008, UNDP, with European Union and Government's support and funding, has successfully scaled up its community-based local development approach to all oblasts of Ukraine (including the ARC). The scaled-up initiative continues to put forward and promote a sectoral approach to development, that of improving rural livelihoods.

#### **I.4. Crimea long-term republican strategy and government programmes**

Crimea was among the first Ukrainian regions to adopt its long-term Strategy of Socio-Economic Development for the period 2011-2020. The Strategy focuses on 5 key priorities:

- 1) modernization of the tourist sector
- 2) forming the agriculture of XXI century
- 3) modernization of the industry
- 4) development of transport potential (capacities)
- 5) creating environment favourable to life

The Strategy and operational plans adopted at the beginning of 2011 by the Crimean government rely heavily on investments and external support (from the national budget, and technical assistance). Accordingly, the Council of Ministers of Crimea currently conducts intensive efforts to attract foreign direct investments to the region, and build relationships with the central government. The government also cooperates closely with international organizations (which are perceived as yet another source of funding to solve socio-economic problems in the region). According to the information of the Crimean Ministry of Economy there are 70 international projects working in Crimea, with about 20 large multi-year initiatives.

Along with the Strategy there are 22 governmental programmes implemented in Crimea by the government, which aim at covering important development issues (health, drinking water supply, education, youth support etc.).

## **II. PROJECT STRATEGY**

### **II.1. Goal and purpose of the project**

The goal of the project is to enhance the capacities of the Crimean regional and local authorities to address development challenges in the region, through evidence-based policies and the piloting of sustainable development models in Crimea.

UNDP experience in Crimea has showed that both society and the government need a combination of "demonstration actions" and regular and quality advisory services (of a practical nature). Such a

“demonstration” approach enables stakeholders to understand what real mechanisms are applied to trigger development change, and support them in finding sustainable development solutions.

The project will achieve its goals through two sets of actions, which will differ depending on the “territorial” focus:

- **The first set of actions** will intend to pilot UNDP’s Rural Territories Sustainable Development Concept (see Appendix 1) in selected districts, small towns and villages. The piloting work will be followed by a full dissemination and lobbying of the results of the piloted models at the Republican and national levels for replication and up-scaling

It is important to note that a key feature of the piloting work at local level will be to trigger the **mobilization of in-kind and financial contributions** from a variety of donors (including international projects/donors, businesses, state funding). These actions will take place in parallel with the work to be carried out by the refocused EU/UNDP Support to Regional Development in Crimea Project at the local level, allowing for compatibilities and synergies of actions.

The proposed piloting actions represent an opportunity to focus attention on the specific needs of Crimean rural territories (village, small town) as small self-contained economic and social “entities”, with the purpose of **transforming** them into genuinely dynamic and competitive small economic centres able to ensure their inhabitants satisfactory and safe living standards. UNDP’s key principles behind the “transformation” of the Crimean village or small town is that the latter should become able to engage in a variety of economic activities, and not be solely dependent on one economic sector (mostly agriculture), that it should be able to attract young families/young people and that all its economic and social activities should be respectful of the surrounding nature. In this context, UNDP envisages that Crimean villages and small towns become “sustainable units” and that they play a crucial role in the balanced development of their respective regions.

- **The second set of actions** will concentrate on providing **advisory services** responding to the communicated needs and development challenges faced by the Government in Crimea. This will be a *demand-driven work*, and will be based on consultations and research conducted by UNDP among the key stakeholders/decision makers. Some topics to be supported by the UNDP have already been suggested by senior government partners (First Deputy Prime-Minister), and include:

- Income generation in Crimea, its diversification and effectiveness in rural and small town areas
- Economy competitiveness – especially in the area of tourism (various aspects, including, e.g. management of historical buildings, cultural legacy, set up of tourist itineraries), innovations, favourable business environment, analysis of the comparative advantage of Crimea in the Black Sea basin
- Addressing “risky agriculture” problem
- Public-private partnership development and promotion
- Effective communication on the international arena – improving Crimean authorities’ experience to build image on international arena (especially investment related).

For the provision of quality advisory services, the UNDP Sub-office plans to:

- attract relevant short term international and national experts
- use its own research and advisory capacity.

Whereas both sets of actions will be directly addressing issues of sustainable development by proposing practical solutions and policy development improvements to achieve it, the Project will also ensure that gender and ethnic equity is observed in planning and implementing the pilot work and that advisory services always promote gender mainstreaming and the importance of the voice of minority groups in all decision making processes.

## II.2. Expected outputs

### Output 1 - Transformation models of villages & small towns for sustainable development piloted

The piloting work will be based on the Sustainable Rural Territories concept designed by UNDP in Crimea. The concept of Sustainable Rural Territories integrates the following key elements: **preservation of history, culture and traditions**, a clear strategic **vision**, a **mobilised and economically/socially active community**, a **respect of its environment**. In particular, the Sustainable Rural Territory (small town or village):

- has a clear development plan, based on the village's history and culture, collectively designed by its inhabitants
- is engaged in more than one type of economic activities
- is promoting its historical and cultural heritage
- has access to adequate information
- is actively preserving its environment through the use of ecologically friendly equipment and/or technology
- is able to attract volunteers for village infrastructure maintenance, sites preservation and health lifestyle promotion
- can advertise and promote itself and its region in an effective manner
- is actively engaged in development activities and is able to attract development funds to its projects.

The implementation of the Concept requires that specific support is provided to future Sustainable Rural Territories in:

- 1) Institutional development. This component envisages such actions as a) identification of identities, b) village/small town planning, c) public-private partnerships and funds mobilization, e) volunteers' group formation
- 2) Development of the rural territory aesthetics and infrastructure
- 3) Products and services development at local and district level
- 4) Development of information space.

#### Activity 1 – Transformation models prepared and planned by targeted territories

Action 1.1: Selection of districts and villages/small towns. The Project will be selecting up to 2 districts (and within each district up to 2 villages/small towns) in which development solutions (a transformation model) will be piloted. Clear and transparent criteria will be prepared by the project to select participating districts and village councils (villages) and towns where the testing will take place. Criteria might include, e.g. commitment of the authorities, existence of community organizations and active work of international projects, presence of active non-governmental organizations in the district, availability of the district development strategy

#### Action 1.2: Preparation of selected territorial units

This will involve:

- a) a detailed presentation of the Sustainable Rural Territory development concept and its methodology to community members
- b) the training of community members on key principles of sustainable development and their implementation at local level, as well as on concrete topics such as: vision development, design of products/services portfolio, design of management systems (e.g. waste management, energy saving, information space), set up of new technologies (e.g. small solar systems, small bio-mass equipment, etc.), community marketing (small town/village), product/service marketing, resource mobilisation, etc.

- c) consultations to obtain the formal commitment of the community members (including the youth) and local leaders to design and test transformation models (joint work plans)

#### Action 1.3: Definition of local identities

In the form of interactive workshops, the project will support local administrations, village councils, community organisations (COs), education specialists and business to identify the distinctive features of their districts and territorial units from an ethnic/cultural/historical, geographic/geological and economic point of view. This activity will also help strengthen regional and sub-regional identities and define sub-regional brands.

#### Action 1.4: Territorial unit's planning

In line with the results of Activity 1.3, the project will support villagers/towns' dwellers and their Community Organisations (COs), in collectively defining and setting up the development vision (Sustainability Vision) and priorities of their respective territorial units; the adopted visions will be included into the Village's/Small Town's transformation plan. The project will support the territorial unit in developing its brand.

#### Action 1.5: Definition/formation of public-private partnerships (PPP)

Project support will be provided to form, at districts' and territorial units' levels, relevant and effective public-private partnerships (PPP) between businesses, communities and local authorities. The project will play a key role in helping territorial units in identifying in-kind and financial contributions that can be obtained to implement their transformation plans.

The key factors that will be impacting on the successful attraction of business sponsorships to the territorial unit's transformation plan will be a) the inclusion of businessmen in the early stages of the project and their information of the goals to be achieved and b) the quality of the territorial unit's development vision/transformation plan and anticipated/quantified economic gains that its development will generate<sup>5</sup>.

#### Action 1.6: Volunteer groups' formation

Each territorial unit will be trained by the project in organizing and attracting volunteers, as many actions to improve the livelihood, aesthetics and lifestyle of villages, as anticipated by the transformation plan, will be performed with support of local volunteers. The project will draw from the experience and pool of volunteers and coaches of the UNV/UNDP/GIZ Youth Football Volunteers project which will be implemented from April 2012 until end 2015 in Crimea.

### **Activity 2: Transformation plans implemented**

#### Action 2.1: Implementation launch

The project will support each selected village or small town (hereafter referred to as territorial unit) in:

- getting its transformation plan approved by the relevant Village/Town Council
- informing village/town's dwellers of the start of the implementation process in order to get their support
- mobilising the groups of volunteers
- activating the PPP identified in the planning stage of the process

During this activity, small seed grants to selected pilot villages/towns will be provided by the Project to support the territorial units in their Plans' implementation.

#### Action 2.2: Support to territorial units' infrastructure development

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<sup>5</sup> UNDP local development experience shows that businesses are interested to back up local development projects if a) they can see/clearly anticipate the potential gains/profits that they might obtain from them and b) if they see that transparent conditions are in place for the development work.

This will include the implementation of tasks concentrated on “aligning” the territorial unit’s infrastructure and its aesthetics to the requirements of the territorial unit’s transformation plan. The Project will:

- mobilise, whenever necessary, the support of the districts’ Technical Bureaux to provide general technical and engineering advice
- provide, whenever necessary, additional expert support on small construction/repair work, landscaping, road signing, etc.
- providing expert advice on small scale environmentally friendly technologies and their practical installation

#### Action 2.3:- Support to products & services development

This activity will include the fulfilment of tasks aimed at:

- developing, among villagers/small towns’ dwellers, a clear understanding of their territory’s **market niches** based on their development Vision. This will be done on the basis of:
  - an objective analysis of their SWOTs as well as
  - small market analyses to measure the demand for their products and services. Such analyses will help them determine the optimal but achievable economic profile and goals that their villages could have in the future.
- defining the **range of products and services** that could be sold (or are currently being sold, but could be sold better), buyers of these products/services, packaging, pricing policies, marketing.

To support this economic transformation process, the project will provide the following type of expert support to local businesses, potential entrepreneurs, local leaders COs, NGOs, village councils:

- a. Information, legal and business planning support
- b. Support to SWOTS, small feasibility studies and market analyses
- c. Training
- d. Expertise in product/service packaging, advertising and promotion (including products’ branding).

Cooperation with international projects (such as CBA, SRDC, LINC, CIDA MEDA, USAID Agro-invest, GIZ) will be essential to ensure synergies of support actions.

#### Action 2.4: Support to territorial unit’s information space development

The tasks which will be undertaken to fulfill this activity include:

- defining the key host of the information space of the territorial unit. This may include: existing library, information point in a school, information center, or village council authorities premises;
- defining the range of information and their media to be made available to village/small town’s dwellers and their visitors
- mobilising information resources (books, brochures, leaflets, etc.) which will be displayed in the territorial unit’s library
- mobilising electronic resources (computers, printers, CD-ROMs, etc.) to be installed in libraries or information centers
- mobilising resources to support web-sites design and contents development.

Small seeds grants will be provided to selected pilot villages/small towns to specifically support community organizations’ **innovative information space projects** (such as mobile library, books exchange, mobile press kiosk, etc.)

Importantly seed funding will be implemented through local non-governmental organizations – which will implement the projects together with local communities

### **Activity 3 - Transformation plans' testing results presented and of up-scaling mechanisms promoted**

#### Action 3.1: Presentation of transformation plans' results to the local/national partners

Analyses of the projects testing results will be carried out by the UNDP sub-office staff throughout the testing period and will include not only a review of the key lessons learnt but also small costs & benefits and impacts' analyses. These will be important to demonstrate clearly:

- a) the value for money of the proposed models,
- b) their impact on local leaders' capacities,
- c) their potential impact on local communities' well-being and development potential and
- d) their potential impact on long term sustainable development.

During the last three months of the Project, presentations will be carried out at local, regional and national levels with relevant stakeholders and donors. The visibility of these presentations will be ensured. Presentations will be followed by a series of bi-lateral meetings with government institutions and donors.

#### Action 3.2: Consultations and negotiations with donors for Project's financing/upscaling

The Project will organize a series of consultation meetings with existing international projects, as well as donors, to promote its activities and key results. Presentations will be based on the concrete results gained during the piloting period, and will highlight the up-scaling potential for interested institutions.

### **Output 2 – Improved understanding of development challenges and solutions among Crimean decision-makers**

This output will aim at providing advisory services for policy improvement at regional and national levels. In order to ensure high relevance and validity of the advisory services, a list of priorities will be discussed with partners on the ground.

#### **Activity 4 - Continuous consultations with partners conducted**

##### Action 4.1: Consultation events

UNDP will use several types of needs analysis to identify the advisory services to be delivered:

- existing platforms of consultations (donors coordination board, regular international project coordination meetings, donor forums)
- meetings with senior stakeholders
- dedicated meetings with Crimean members of the Council of Ministers and
- cooperation with international organizations working in the similar area of operation, with finding out possible synergies of the technical assistance in the region

##### Action 4.2: Analysis of consultations results and working out of concrete ToRs

The results of the consultations conducted with local stakeholders will be appropriately reviewed, analysed by the Project, and will lead to the development of exact Terms of References for advisory services, the definition of service type (international or local consultancy, research, study tour, policy paper, or other), and an outline of the further use (streamlining) of the documents received for effective policy recommendations.

#### **Activity 5 - Advisory services and policy recommendations are provided to the Crimean Government**

##### Action 5.1: Advisory services and policy recommendations

After consultations with the beneficiary (recipient), the UNDP will provide advisory services either by using the capacities of the Sub-office (e.g. advisory capacities of the HoSO, use of synergy effect with SRDC project) or by engaging external subcontractors.

The advisory services may take different forms:

- Events organization – such as, conferences, workshops, trainings for relevant staff
- Local expertise – e.g. legal analyses
- International expertise – handing over best international practices in various areas, working out concrete documents to support the republican government
- Researches (surveys, focus groups, statistical analysis, events analysis, content analysis etc.)
- Exchange programmes
- Study tours.

The recommendations and advisory services provided will meet several criteria: 1) applicability, 2) relevance to the Development Strategy of the Autonomous Republic of Crimea, 3) tailored to the Crimean context and its resources.

The topics of advisory services will include (but will not be limited to):

- rural economic competitiveness and income generation principles;
- public private partnerships mechanism and their promotion improved;
- issues related to risky agriculture production and their solutions;
- comparative advantage of Crimea in the BS region.

#### Action 5.2: Promotion and monitoring of implementation of recommendations

As the ultimate goal of the advisory services is to serve for practical policy-making, the Project will discuss the potential to translate recommendations into policy documents, and measures/steps undertaken by the government. UNDP will promote real use of recommendations in the daily practice of the Crimean government, through providing, among others, legal expert services, and conducting consultations with civil society institutions.

Importantly, the results of consulting will be delivered, discussed and promoted for implementation on the national level. Cooperation between the regional and national level will be promoted through meetings, on-going correspondence, and additional expert support to interested partners.

#### Action 5.3: Identification of new project ideas and development of new project proposals

On the basis of the results of the advisory services provided and experts' outputs, the UNDP Sub-office will identify and develop project concepts and proposals. Proposals will respond to the development needs of the beneficiaries (government of Crimea), will aim to achieve the Strategy for the Socio-Economic Development of Crimea 2011-2020, and will be tailored to the requirements of potential donors. Consultations on the ready project proposals will be performed on various levels of the Crimean authorities and interested non-governmental organizations and other stakeholders. Negotiations with potential donors will be conducted, and proposals submitted for further financing. UNDP will monitor the status of the application.

### **II.3. Project beneficiaries and recipients**

The beneficiaries of the project will include:

1. Communities of the targeted districts. The selection of the pilot districts, villages/small towns will be conducted according to criteria designed in Activity 1.1.
2. Associations and non-government organizations working in the area of local development, alternative/innovative tourism development, business environment development, innovations
3. Local authorities of all levels (municipalities, village councils and district authorities of the targeted areas)
4. Crimean Government (Council of Ministers and Parliament of ARC).

Project recipients will include government institutions and relevant ministries of the ARC Council of Ministers, with a particular involvement of the following:

1. Ministry of Economic Development and Trade of ARC
2. Ministry of Tourism and Resorts of the ARC

3. Ministry of Regional Development and Housing and Communal Affairs of the ARC
4. Ministry of Culture of the ARC
5. Centre for the Graduate Studies of Civil Servants
6. Municipal/rayon self-government, district state administrations, village councils

### III. RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b></p> <p>More effective and accountable public institutions respond to the needs of all persons within the jurisdiction of Ukraine, especially the most vulnerable, Output 2: Improved capacity of local authorities to transparently define and implement local development strategies, deliver public services, and foster local development. Output 3: Villages, through integrated development actions (including diversified economic opportunities), become sustainable social and economic units contributing to rural development</p> <p>UNDAF/CPD outcome 3: Improved access to and utilization of quality health, education and social services</p>				
<p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b></p> <p><b>Indicator:</b> targeting of social assistance through improved services for vulnerable and marginalized groups increased, especially in rural areas</p> <p><b>Baseline:</b> currently 23%</p> <p><b>Target:</b> increase by at least 10%</p> <p>For output 2: : Improved capacity of local authorities to transparently define and implement local development strategies, deliver public services, and foster local development</p> <p>I:# of municipalities where e-governance, ISO/solid waste management(SWM) plan, energy saving concepts introduced</p> <p>B:20, T: 2012- 5, 2013 -7, 2014-16-TBD, I: # of best models of good governance/decentralized service provision developed under Project, support recognized on national level for further replication</p> <p>B:2, T: 2012- 2, 2013: 2</p>				
<p><b>Applicable Key Result Area:</b></p>				
<p><b>Partnership Strategy:</b> Through close cooperation with the Council of Ministers of the Autonomous Republic of Crimea, and the Verkhovna Rada of Crimea, the project will seek opportunities for partnership with all relevant stakeholders. The Project will closely cooperate with UNDP Bratislava Regional Centre and UNDP Bureau for Development Policy in the framework of the regional and global initiatives.</p>				
<p><b>Project title and ID (ATLAS Award ID): Sustainable development of Crimea: transformation models for rural territories and advisory services</b></p>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1 - Transformation model of villages &amp; small rural towns for sustainable development piloted</b></p> <p><b>Baseline:</b> UNDP since 2001 promoted bottom-up good governance principles for the development in Crimea. It supported over 502 community projects and 33 agricultural servicing cooperative projects. Other international agencies/projects used the area-based development approach (e.g. DesPro, USIF). As at 2012 no transformation model was implemented in Crimea. In 2011 UNDP conducted 2 project presentations for partners to lobby projects and promote up-scaling initiatives</p>	<p>Targets (2012):</p> <ul style="list-style-type: none"> <li>- 4 transformation plans adopted</li> <li>- 2 PPPs established</li> <li>- 2 rural territories have the information space improved</li> <li>- 3 services/products/ projects implemented in targeted territories</li> <li>- 2 presentations made</li> </ul>	<p><u>Activity 1:</u> Transformation models prepared and planned by targeted territories</p> <p>Action 1.1. Selection of districts and territorial units</p> <p>Action 1.2. Preparation of selected territorial units</p> <p>Action 1.3. Definition of local identities</p> <p>Action 1.4. Territorial unit's planning</p> <p>Action 1.5. Definition/formation of</p>	<p>UNDP, Council of Ministers of the Autonomous Republic of Crimea</p>	<p>Travel (71600) – \$2000, Local Consultants (71300) – \$12,000, Audio &amp; Visual Production Printing Costs (74200) - \$200</p> <p>Supplies (72500) – \$300</p>

<p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>1. # of transformation plans adopted</li> <li>2. # of PPPs established</li> <li>3. # of rural territories improved their information space</li> <li>4. # of new services/products/ projects implemented</li> <li>5. # of presentations made</li> <li>6. # of occurrences in media</li> <li>7. # of declarations of local authorities</li> <li>8. # of negotiations/consultations with potential donors</li> </ol> <p><b>Targets:</b></p> <ol style="list-style-type: none"> <li>1. 4 transformation plans adopted by targeted rural territories</li> <li>2. 4 PPPs established</li> <li>3. 25% residence in targeted village are satisfied with the improvement of the information space</li> <li>4. 8 services/products/projects implemented in targeted territories</li> <li>5. 4 presentations made</li> <li>6. 10 articles/TV/radio reportage occur</li> <li>7. 2 high-level officials support the up-scaling of the model</li> <li>8. 3 consultations/negotiations with potential donors held</li> </ol> <p><b>Related CP outcome:</b> UNDAF/CPD outcome 2: Reduction of poverty in rural areas through socio-economic development activities</p> <p>UNDAF/CPD outcome #3. Improved access to and utilization of quality health, education and social services</p> <p>UNDAF/CPD outcome # 7 (s): More effective and accountable public institutions respond to the needs of all persons within the jurisdiction of Ukraine, especially the most vulnerable</p>	<p>- 4 publications in media</p> <p>Targets (2013):</p> <ul style="list-style-type: none"> <li>- 2 PPP established</li> <li>- 2 rural territories have the information space improved</li> <li>- 5 services/products/ projects implemented in targeted territories</li> <li>- 2 presentations made</li> <li>- 6 publications in media</li> <li>- 3 consultations with potential donors held</li> </ul>	<p>public-private partnerships (PPP)</p> <p>Action 1.6. Volunteer groups' formation</p> <p><u>Activity 2.</u> Transformation plans implemented</p> <p>Action 2.1. Implementation launch</p> <p>Action 2.2. Support to territorial units' infrastructure development</p> <p>Action 2.3. - Support to products &amp; services development</p> <p>Action 2.4. Support to territorial unit's information space development</p>		<p>Travel (71600) – \$2000, Local Consultants (71300) – \$10,000, Grants (72615) – \$30,000, UN Volunteers (71500) – \$8,852</p> <p>In-kind contributions to plans' implementation: \$50,000</p>
		<p>Activity 3: Transformation plans' testing results presented and up-scaling mechanisms promoted</p> <p>Action 3.1. Presentation of transformation plans' results to the local/national partners</p> <p>Action 3.2. Consultations and negotiations with donors for Project's financing/upscaling</p>	<p>UNDP, Council of Ministers of the Autonomous Republic of Crimea</p>	<p>Travel (71600) – \$1300, Local Consultants (71300) – \$4250, Contractual Services – Companies (72100) – \$1500, Supplies (72500) – \$400</p> <p>Audio &amp; Visual Production Printing Costs (74200) - \$700</p> <p>NO (61100) – \$29,823.5. NO Recurring (62100) – \$13,244.62, NO Non-recurring (63100) – \$1931.88</p>
<p><b>Output 2 – Improved understanding of development challenges and solutions among</b></p>	<p>Target (2012):</p> <ul style="list-style-type: none"> <li>- 1 public event organized</li> </ul>	<p>Activity Results 4. Continuous consultations with partners</p>	<p>UNDP, Council of Ministers of the</p>	<p>Contractual Services—</p>

<p><b>Crimean decision-makers</b></p> <p><b>Baseline:</b> UNDP through years involved civil society and media in policy-making within various projects.</p> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li># of public events organized to promote understanding of decision-makers on development challenges and solutions</li> <li># of media articles/programmes dedicated to development topics</li> <li># of topics covered by advisory services</li> <li>% of satisfied services' recipients</li> <li># of new project proposals prepared</li> </ol> <p><b>Targets:</b></p> <ol style="list-style-type: none"> <li>3 public events organized</li> <li>10 media articles/programmes published on a relevant development topic</li> <li>3 development areas are covered by advisory services</li> <li>80% of relevant decision-makers in the Crimean government are satisfied with advisory services provided by the Project</li> <li>3 new project proposals prepared</li> </ol> <p>Related CP outcome: UNDAF/CPD outcome: Government enables the active contribution of civil society in national and local decision-making processes and improved service delivery</p>	<ul style="list-style-type: none"> <li>- 3 media publications</li> <li>- 1 development area covered</li> </ul> <p>Target (2013):</p> <ul style="list-style-type: none"> <li>- 2 public events organized</li> <li>- 7 media publications</li> <li>- 2 development area covered (advisory services provided)</li> <li>- 80% of relevant decision-makers are satisfied with advisory services provided</li> <li>- 3 project proposals worked out</li> </ul>	<p>conducted</p> <p>Action 4.1. Consultations events</p> <p>Action 4.2. Analysis of consultations results and working out concrete ToRs</p> <p>Activity Result 5. Advisory services and policy recommendations are provided to the Crimean government</p> <p>Action 5.1. Advisory services and policy recommendations</p> <p>Action 5.2. Promotion and monitoring of implementation of recommendations</p> <p>Action 5.3. Identification of new project ideas and development of new project proposals</p>	<p>Autonomous Republic of Crimea</p>	<p>Companies (72100) - \$1000, Audio &amp; Visual Production Printing Costs (74200) - \$300, Supplies (72500) - \$200</p> <p>Travel (71600) – \$4500, Local Consultants (71300) – \$6000, Contractual Services— Companies (72100) – \$3000, Supplies (72500) – \$500</p> <p>Audio &amp; Visual Production Printing Costs (74200) - \$758</p> <p>IP staff (61300) – \$107,955.86, IP Staff (62300) – \$56,370.20, IP Staff (63300) – \$24,673.95,</p>
<p><b>TOTAL</b></p>				<p><b>323,760.00 USD</b></p>

## V. ANNUAL WORK PLAN

Year: 2012

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount	
<p><b>Output 1 - Transformation model of villages &amp; small rural towns for sustainable development piloted</b></p> <p><b>Baseline:</b> UNDP since 2001 promoted bottom-up good governance principles for the development in Crimea. It supported over 502 community projects and 33 agricultural servicing cooperative projects. Other international agencies/projects used the area-based development approach (e.g. DesPro, USIF). As at 2012 no transformation model was implemented in Crimea. In 2011 UNDP conducted 2 project presentations for partners to lobby projects and promote up-scaling initiatives</p> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li># of transformation plans adopted</li> <li># of PPPs established</li> <li># of rural territories improved their information space</li> <li># of new services/products/ projects implemented</li> <li># of presentations made</li> <li># of occurrences in media</li> <li># of declarations of local authorities</li> <li># of negotiations/consultations with potential donors</li> </ol> <p><b>Targets:</b></p> <ol style="list-style-type: none"> <li>4 transformation plans adopted by targeted rural territories</li> <li>4 PPPs established</li> <li>25% residence in targeted village are satisfied with the improvement of the information space</li> <li>8 services/products/projects implemented in</li> </ol>	<p><u>Activity Result 1:</u> Transformation models prepared and planned by targeted territories</p> <p>Action 1.1. Selection of districts and territorial units</p> <p>Action 1.2. Preparation of selected territorial units</p> <p>Action 1.3. Definition of local identities</p> <p>Action 1.4. Territorial unit's planning</p> <p>Action 1.5. Definition/formation of public-private partnerships (PPP)</p> <p>Action 1.6. Volunteer groups' formation</p>					UNDP, Council of Ministers of the Autonomous Republic of Crimea	TRAC	Travel (71600)	2000 USD	
								Local Consultants (71300)	12000 USD	
								Supplies (72500)	300 USD	
								Audio & Visual Production Printing Costs (74200)	200 USD	
		<p><u>Activity Result 2:</u> Transformation plans implemented</p> <p>Action 2.1. Implementation launch</p> <p>Action 2.2. Support to territorial units' infrastructure development</p> <p>Action 2.3. Support to products &amp; services development</p> <p>Action 2.4. Support to territorial unit's information space development</p>					UNDP, Council of Ministers of the Autonomous Republic of Crimea	TRAC and in-kind contributions	Travel (71600)	1500 USD
						Local Consultants (71300)			9000 USD	
						Grants (72615)			30000 USD	
						In-kind contributions			50,000 USD	
						UN Volunteers (71500)			8852 USD	

<p>targeted territories</p> <p>5. 4 presentations made</p> <p>6. 10 articles/TV/radio reportage occur</p> <p>7. 2 high-level officials support the up-scaling of the model</p> <p>8. 3 consultations/negotiations with potential donors held</p> <p><b>Related CP outcome:</b> UNDAF/CPD outcome 2: Reduction of poverty in rural areas through socio-economic development activities</p> <p>UNDAF/CPD outcome #3. Improved access to and utilization of quality health, education and social services</p> <p>UNDAF/CPD outcome # 7 (s): More effective and accountable public institutions respond to the needs of all persons within the jurisdiction of Ukraine, especially the most vulnerable</p>	<p>Activity Result 3: Transformation plans' testing results presented and up-scaling mechanisms promoted</p> <p>Action 3.1. Presentation of transformation plans' results to the local/national partners</p> <p>Action 3.2. Consultations and negotiations with donors for Project's financing/upscaling</p>					UNDP, Council of Ministers of the Autonomous Republic of Crimea	TRAC	Travel (71600)	800 USD	
								Local Consultants (71300)	1000 USD	
								Audio & Visual Production Printing Costs (74200)	200 USD	
								NO (61100)	12365,5 USD	
								NO staff Recurring (62100)	5491,5 USD	
								NO staff Non-recurring (63100)	801,0 USD	
<p><b>Output 2 – Improved understanding of development challenges and solutions among Crimean decision-makers</b></p> <p><b>Baseline:</b> UNDP through years involved civil society and media in policy-making within various projects.</p> <p><b>Indicators:</b></p> <p>1. # of public events organized to promote understanding of decision-makers on development challenges and solutions</p> <p>2. # of media articles/programmes dedicated to development topics</p> <p>3. # of topics covered by advisory services</p> <p>4. % of satisfied services' recipients</p> <p>5. # of new project proposals prepared</p> <p><b>Targets:</b></p> <p>1. 3 public events organized</p>	<p>Activity Results 4. Continuous consultations with partners conducted</p> <p>Action 4.1. Consultations events</p> <p>Action 4.2. Analysis of consultations results and working out concrete ToRs</p>					UNDP, Council of Ministers of the Autonomous Republic of Crimea	TRAC	Contractual Services— Companies (72100)	700 USD	
								Audio & Visual Production Printing Costs (74200)	\$100	
								Supplies (72500)	\$100	
	<p>Activity Result 5. Advisory services and policy recommendations are provided to the Crimean government</p> <p>Action 5.1. Advisory services and policy recommendations</p> <p>Action 5.2. Promotion and monitoring of implementation of</p>						UNDP, Council of Ministers of the Autonomous Republic of		Travel (71600)	2500 USD
									Local Consultants (71300)	4000 USD
									IP Staff (61300)	44762,27 USD
									IP staff Recurring (62300)	23373,05 USD

<p>2. 10 media articles/programmes published on a relevant development topic</p> <p>3. 3 development areas are covered by advisory services</p> <p>4. 80% of relevant decision-makers in the Crimean government are satisfied with advisory services provided by the Project</p> <p>5. 3 new project proposals prepared</p> <p>Related CP outcome: UNDAF/CPD outcome: Government enables the active contribution of civil society in national and local decision-making processes and improved service delivery</p>	<p>recommendations</p> <p>Action 5.3. Identification of new project ideas and development of new project proposals</p>					Crimea		IP staff Non-recurring	10230,68 USD
								Contractual Services— Companies (72100)	1500 USD
								Audio & Visual Production Printing Costs (74200)	250 USD
								Supplies (72500)	250 USD
<b>TOTAL</b>								<b>172,276.00 USD</b>	

## VI. ANNUAL WORK PLAN

Year: 2013

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount	
<p><b>Output 1 - Transformation model of villages &amp; small rural towns for sustainable development piloted</b></p> <p><b>Baseline:</b> UNDP since 2001 promoted bottom-up good governance principles for the development in Crimea. It supported over 502 community projects and 33 agricultural servicing cooperative projects. Other international agencies/projects used the area-based development approach (e.g. DesPro, USIF). As at 2012 no transformation model was implemented in Crimea. . In 2011 UNDP conducted 2 project presentations for partners to lobby projects and promote up-scaling initiatives</p> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li># of transformation plans adopted</li> <li># of PPPs established</li> <li># of rural territories improved their information space</li> <li># of new services/products/ projects implemented</li> <li># of presentations made</li> <li># of occurrences in media</li> <li># of declarations of local authorities</li> <li># of negotiations/consultations with potential donors</li> </ol> <p><b>Targets:</b></p> <ol style="list-style-type: none"> <li>4 transformation plans adopted by targeted</li> </ol>	<p><u>Activity Result 2:</u> Transformation plans implemented</p> <p>Action 2.1. Implementation launch</p> <p>Action 2.2. Support to territorial units' infrastructure development</p> <p>Action 2.3. - Support to products &amp; services development</p> <p>Action 2.4. Support to territorial unit's information space development</p>					UNDP, Council of Ministers of the Autonomous Republic of Crimea	TRAC	Travel (71600)	500 USD	
									Local Consultants (71300)	1000 USD
		<p>Activity Result 3: Transformation plans' testing results presented and up-scaling mechanisms promoted</p> <p>Action 3.1. Presentation of transformation plans' results to the local/national partners</p> <p>Action 3.2. Consultations and negotiations with donors for Project's financing/upscaling</p>						TRAC	Travel (71600)	500 USD
									Local Consultants (71300)	3250 USD
									Contractual services - Companies (72100)	1500 USD
									Audio & Visual Production Printing Costs (74200)	700 USD

<p>rural territories</p> <p>2. 4 PPPs established</p> <p>3. no less than 25% residence in targeted village are satisfied with the improvement of the information space</p> <p>4. 8 services/products/projects implemented in targeted territories</p> <p>5. 4 presentations made</p> <p>6. 10 articles/TV/radio reportage occur</p> <p>7. 2 high-level officials support the up-scaling of the model</p> <p>8. 3 consultations/negotiations with potential donors held</p> <p><b>Related CP outcome:</b> UNDAF/CPD outcome 2: Reduction of poverty in rural areas through socio-economic development activities</p> <p>UNDAF/CPD outcome #3. Improved access to and utilization of quality health, education and social services</p> <p>UNDAF/CPD outcome # 7 (s): More effective and accountable public institutions respond to the needs of all persons within the jurisdiction of Ukraine, especially the most vulnerable</p>								Supplies (72500)	200 USD
								NO (61100)	17458,0 USD
								NO Recurring (62100)	7753,1 USD
								NO Non-recurring (63100)	1130,9 USD
<p><b>Output 2 – Improved understanding of development challenges and solutions among Crimean decision-makers</b></p> <p><b>Baseline:</b> UNDP through years involved civil society and media in policy-making within various projects.</p> <p><b>Indicators:</b></p> <p>1. # of public events organized to promote understanding of decision-makers on development challenges and solutions</p> <p>2. # of media articles/programmes dedicated to development topics</p>	<p>Activity Results 4. Continuous consultations with partners conducted</p> <p>Action 4.1. Consultations events</p> <p>Action 4.2. Analysis of consultations results and working out concrete ToRs</p>					UNDP, Council of Ministers of the Autonomous Republic of Crimea	TRAC	Contractual services - Companies (72100)	300 USD
								Audio & Visual Production Printing Costs (74200)	200 USD
								Supplies (72500)	100 USD
	<p>Activity Result 5. Advisory services and policy recommendations are provided to the Crimean government</p> <p>Action 5.1. Advisory services and</p>					UNDP, Council of Ministers of the	TRAC	Travel (71600)	2000 USD
								Local Consultants (71300)	2000 USD

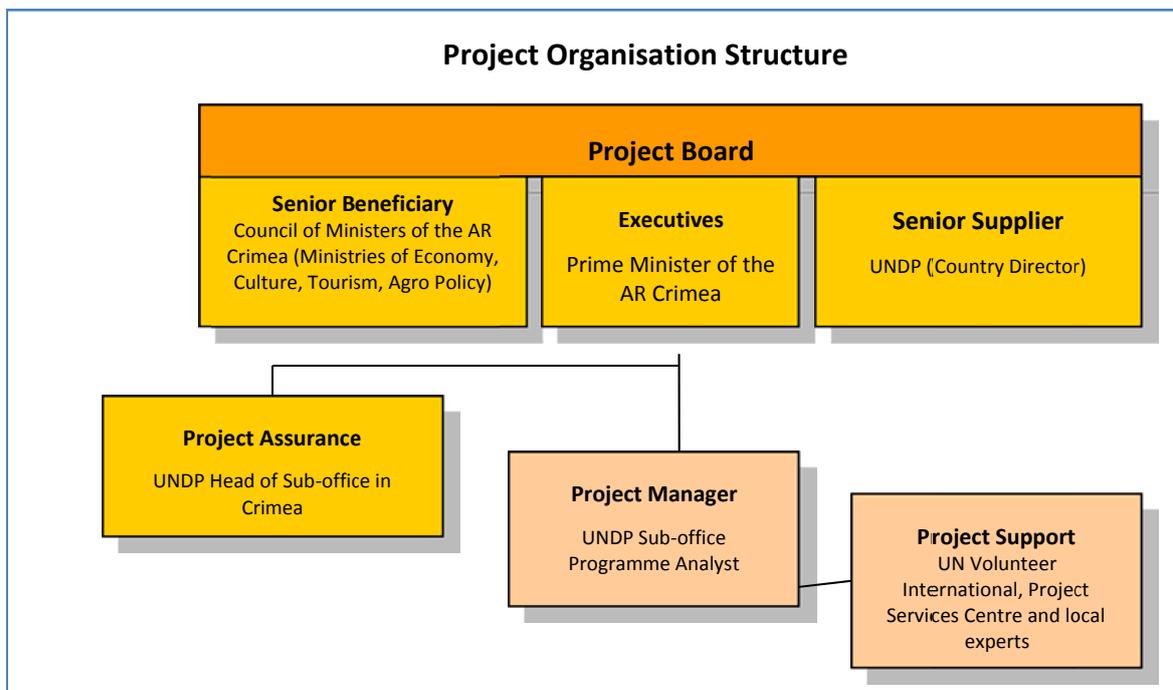
<p>3. # of topics covered by advisory services  4. % of satisfied services' recipients  5. # of new project proposals prepared</p> <p><b>Targets:</b></p> <p>1. 3 public events organized  2. 10 media articles/programmes published on a relevant development topic  3. 3 development areas are covered by advisory services  4. 80% of relevant decision-makers in the Crimean government are satisfied with advisory services provided by the Project  5. 3 new project proposals prepared</p> <p>Related CP outcome: UNDAF/CPD outcome:  Government enables the active contribution of civil society in national and local decision-making processes and improved service delivery</p>	<p>policy recommendations</p> <p>Action 5.2. Promotion and monitoring of implementation of recommendations</p> <p>Action 5.3. Identification of new project ideas and development of new project proposals</p>					Autonomous Republic of Crimea		IP Staff (61300)	63193,6 USD
								IP Staff Recurring (62300)	32997,1 USD
								IP staff Non-recurring (63300)	14443,3 USD
								Contractual Services—Companies (72100)	1500 USD
								Audio & Visual Production Printing Costs (74200)	508 USD
								Supplies (72500)	250 USD
<b>TOTAL</b>								<b>151,484.00 USD</b>	

## VII. MANAGEMENT ARRANGEMENTS

This project will be implemented under the Country Programme Action Plan 2012-2016 using UNDP National Implementation Modality (NIM). Taking into account that the project will work in an uncertain policy environment, where the roles of central level ministries and ARC level are in the process of revision, there is a strong rationale for this Project to be implemented under DIM.

UNDP possesses significant experience and expertise in achieving local development results through capacity development of local governments, supporting enabling environment for business development, broad involvement of all stakeholders in policy consultations process. UNDP Ukraine has proven ability to monitor the technical aspects of the capacity development programmes, ensure that periodic progress and technical reports are received and interpreted, and ensure regular consultations with beneficiaries and contractors.

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



### A. Project Board

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

This group contains three roles:

- Executive (role represented by the Prime Minister of Crimea or delegated Deputy to the Prime Minister) that holds the project ownership and chairs the group,

- Senior Supplier (role represented by UNDP) that provides guidance regarding the technical feasibility of the project,
- Senior Beneficiary (role represented by up to 3 representatives of the Council of Ministers of AR Crimea and ARC Parliament) that ensures the realization of project benefits from the perspective of project beneficiaries.

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

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

In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Country Director. In addition, the Project Board plays a critical role in UNDP commissioned project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. Project reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when Project Manager's tolerances (normally in terms of time and budget) have been exceeded (flexibility). The Board approves all major plans and authorizes any major deviation from agreed Project work plans. Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the projects and external bodies.

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

B. Project Assurance is the responsibility of each Project Board member, but the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The UNDP Head of Sub-office in Crimea holds the Project Assurance role for the UNDP Board member.

#### C. Project Team

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

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

The Project will be managed by the UNDP Sub-office Programme Analyst in Crimea, supported by a national UN Volunteer, Project Services Centre and local experts. Oversight and assurance will be ensured by the UNDP Head of Sub-office.

## **VIII. MONITORING FRAMEWORK**

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

- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- A risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- Project's outcomes and impacts analyses will be carried out by UNDP Sub-office to be completed by end September 2013, for further dissemination and discussions during the last three months of the project.
- A final report will be submitted by the Project Manager through Project Assurance to the Project Board no later than one month following the end of the project. As a minimum requirement, the final report shall consist of a summary of results achieved against pre-defined annual targets at the output level, a quality assessment of the project's implementation, and a review and analysis of lessons learnt.

## Quality Management for Project Activity Results

Output 1 - Models of sustainable local development tested and lobbied for projects up-scaling		
<b>Activity Result 1</b> (Atlas Activity ID)	Transformation models prepared and planned by targeted territories	Start Date: 15/04/2012 End Date: 01/11/2012
<b>Purpose</b>	This activity is aimed to conduct the planning, "visioning" of the village, working out the list of possible products/services, and infrastructure projects.	
<b>Description</b>	Meetings in targeted localities will be conducted, and consultations provided by local consultants will be performed	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
No less than 4 transformation plans adopted by targeted localities	Project records and transformation plans (documents) provided by 4 localities	30/11/2012
<b>Activity Result 2</b> (Atlas Activity ID)	Transformation plans implemented	Start Date: 01/06/2012 End Date: 15/03/2012
<b>Purpose</b>	Activity is aimed to support territorial units with implementation of the transformation plans – providing support (through NGOs) to develop infrastructure, products, and information space.	
<b>Description</b>	UNDP will provide consultations, as well as support concrete projects of communities (through local NGOs) implemented to reach the transformation goal to more sustainable territorial unit.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
No less than 4 PPPs established, no less than 4 targeted areas have their information space improved, no less than 4 services/products/projects implemented in targeted territories	Project records, analysis of the press, reports of subcontracted organizations and experts	30/03/2013
<b>Activity Result 3</b> (Atlas Activity ID)	Transformation plans' testing results presented and up-scaling mechanisms promoted	Start Date: 01/05/2013 End Date: 31/12/2013
<b>Purpose</b>	The activity is aimed at promote sustainable transformation plans on local, national level and among donors. To foster the up-scaling of the approach on national level.	
<b>Description</b>	Activity's purpose will be achieved through media campaign, presentations made, and negotiations conducted with business (of all levels), authorities, and international partners. Lessons learnt will be analysed and disseminated.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
No less than 4 presentations made; No less than 10 publications appeared; No less than 3 consultations.	Media monitoring, project records and progress reports	31/12/2013

### Output 2. Improved understanding of development challenges and solutions among Crimean

decision-makers		
<b>Activity Result 4 (Atlas Activity ID)</b>	Continuous consultations with partners conducted	Start Date: 01/05/2012 End Date: 31/12/2013
<b>Purpose</b>	The purpose of this action is to undertake in-depth government's needs analysis of the development issues/problems in Crimea	
<b>Description</b>	UNDP will organize and participate in a number of events to analyse the gaps, needs and development challenges in Crimea, as well as will conduct informal and formal consultations with the Crimean government to set the clear ToRs for services to be provided by the project.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
No less than 3 events organized, and no less than 3 concrete ToRs are prepared	Media monitoring, project records (reports), and ToRs analysis	31/12/2013
<b>Activity Result 5 (Atlas Activity ID)</b>	Advisory services and policy recommendations are provided to the Crimean government	Start Date: 01/05/2012 End Date: 31/12/2013
<b>Purpose</b>	The purpose of the action is to enhance capacities of decision-makers to address the development challenges in Crimea through providing advisory services.	
<b>Description</b>	UNDP using both its own resources, as well as subcontracting external experts will provide consultancy (advisory) services to the Crimean Council of Ministers. Services may take form of a conferences, workshops, analytical reports, individual consultancy, and study tours.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
No less than 80% of satisfied recipients (decision makers)	Short survey of recipients, project records analysis	31/12/2013

## IX. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

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

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established

pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document”.

## **X. ANNEXES**

Annex 1 – Risk Log: Monitoring of Identified Risks

Annex 2 – Terms of References

Annex 3 – Concept of Sustainable Rural Territories: vision and key principles

## Annex 1 – Risk Log: Monitoring of Identified Risks

Project Title:

#	Description	Date Identified	Type	Impact & Probability	Countermeasures/ Management Response	Owner	Submit By	Last Update	Status
1	Upcoming Parliamentary elections to be held in October 2012. Key decision-makers will be concentrated on the electoral campaign, and decisions taken by the government will be rather reactive and not-proactive	03/2012	Political	I:3 P:3	Monitoring of the situation by the UNDP Sub-office. Setting the clear cooperation workplan with government actors.	UNDP			
2	Reformatting the regional government after the national Parliamentary elections	03/2012	Political	I:3 P: 3	Monitoring of the situation, and if incumbents change, to quickly establish relationships with new ones. Engaging middle level civil servants to all project actions. Diversify recipients and counterparts.	UNDP			
3	Insufficient government's capacity to formulate clear needs and expectations and to work with consultancy	03/2012	Organizational	I:3 P:2	To ensure continuous consultations to government and provide both in-house and external expertise to the government officials	UNDP			
4	Economic crisis – lack of budgetary resources for implementing innovative solutions and streamlining policies	03/2012	Economic	I:2 P:3	To monitor the situation, use synergies with other UNDP and non-UNDP international projects in fundraising for development goals	UNDP			

## **Annex 2 - Terms of references**

1. Local expert on sustainable development (IC)
2. UN Volunteer

### **1. Local expert on sustainable development (IC)**

#### **Scope of tasks:**

Under direct supervision of the UNDP Sub-office Programme Analyst, and the overall supervision of the Head of UNDP Sub-office in Crimea, the Local expert on sustainable development will fulfil the following tasks:

- Support local territorial entities in setting the transformation vision (conducting meetings)
- Conduct trainings on strategic planning, resource mobilization, project development, needs analysis, business development
- Consult stakeholders on PPP formation
- Supporting development of the projects development, services and information space
- Liaise with other local and international experts to coordinate the work in targeted localities – including the work performed for the working out the list of services, projects to improve the village aesthetics, and others.

The implementation of tasks entail regular travels to the targeted areas, conducting consultations with authorities, businesses, community organizations, NGOs and other interested stakeholders.

#### **Deliveries:**

The Local experts on sustainable development will provide reports to the UNDP on the performed activities, and this will include:

- No less than 24 training reports
- No less than 80 on-going consultations provided
- No less than 3 projects ideas worked out in cooperation with the targeted localities

By the end of the assignment no less than 8 PPPs should be supported, no less than 15 services products worked out, and no less than 8 localities have their information space improved.

#### **Key requirements:**

- MA degree in public administration, economics, social sciences, sociology, political science and related areas
- No less than 8 years direct proven experience in local development
- Strong knowledge of Crimea problems
- Knowledge the sustainable development principles
- Excellent organizational, networking and communication skills
- Creative disposition and problem-solving abilities
- Advanced computer skills
- Language: Russian, English will be an asset

### **2. UN Volunteer**

#### **Description of tasks:**

Under the direct supervision of the Head of UNDP Sub-Office in Crimea, the UN Volunteer will undertake the following tasks:

- preparing articles (in English, Russian and Ukrainian) on UNDP sub-office activities and post them on the UNDP sub-office site and in social media, overall website administration including updating the whole website content;

- carry out daily monitoring of the republican/local press and send to UNDP/projects' staff relevant articles for information;
- reviewing and improving the quality (structure, logic, text fluency) of selected Russian and English short documents before they are sent to their target audiences;
- maintaining active working contacts with representatives of international projects in Crimea, as well as with international organizations interested in Crimea and the Ministry of Economic Development & Trade whose function is to coordinate international aid in the region. This will include ensuring flow of information from projects to UNDP Sub Office in Crimea or vice versa, and maintaining close contacts with the Ministry of Economic Development & Trade, etc.;
- contributing to/supporting the preparation of new projects' proposals (fund raising), in particular: identifying and compiling necessary background information on relevant themes, organizing and attending meetings with relevant stakeholders to get their views on the problems that need to be solved by the project and possible ways to solve these problems, identifying project resources and preparing projects' budgets, drafting specific sections of the proposals; updating the Sub-Office database of pipeline projects and funding opportunities;
- assisting with preparation of events (seminars, trainings, conferences);
- writing press releases, liaising with media;
- translating documents from/ into Russian, Ukrainian and English;
- liaising with translators and interpreters, ordering visibility material (business cards, block notes, pens etc.); fulfilling any other tasks requested by the Head of the Sub-Office.

Furthermore, UNV volunteers are encouraged to:

- Strengthen their knowledge and understanding of the concept of volunteerism by reading relevant UNV and external publications and take active part in UNV activities (for instance in events that mark IVD);
- Be acquainted with and build on traditional and/or local forms of volunteerism in the host country;
- Reflect on the type and quality of voluntary action that they are undertaking, including participation in ongoing reflection activities;
- Contribute articles/write-ups on field experiences and submit them for UNV publications/websites, newsletters, press releases, etc.;
- Assist with the UNV Buddy Programme for newly-arrived UN Volunteers;
- Promote or advise local groups in the use of online volunteering, or encourage relevant local individuals and organizations to use the UNV Online Volunteering service whenever technically possible.

#### **Results/Expected Output:**

- UNDP sub-office site and Facebook page updated on a regular basis (at least 3 times a week)
- Press articles disseminated (on a daily basis) to UNDP and projects' staff
- At least two project concepts/proposals contributed to/supported
- Database of projects' pipeline and funding opportunities maintained up to date.
- Articles and other documents/correspondence in Russian, English and Ukrainian are of high quality, clear, logic and concise.
- A final progress report on achievements towards volunteerism submitted to the Head of Sub Office.

- A final statement of achievements towards volunteerism for development during the assignment, such as reporting on the number of volunteers mobilized, activities participated in and capacities developed.
- Events and activities carried out by UNDP Sub-Office covered by media
- Visibility of the UNDP Sub-Office sustained/ improved

**Qualifications/Requirements:**

- Master's degree in economics, social sciences, sociology, political science and related areas.
- Fluency (verbal and written) in English language. Knowledge of Russian and Ukrainian would be desirable.
- Practical experience in conducting research work and in preparing analytical outputs.
- Excellent organizational, writing, presentation, networking and communication skills, initiative and ability to work effectively in a multi-cultural team.
- Creative disposition and problem-solving abilities.
- Ability to relate to colleagues, partners, beneficiaries, government body representatives, donor agencies and other stakeholders.
- Advanced computer skills, including word processing, spreadsheet, data analysis and statistical data processing applications. Experience with information management systems would be an asset.
- Affinity with United Nations mandate and principles.

## Annex III

### Concept of Sustainable Rural Territories: vision and key principles

This appendix provides **an example** of a Rural Territory (village or small town) Development Vision and its key components. The Vision will have to be defined at the start of the Project **by the villagers/small towns' dwellers** and their economic and/or social organisations as well as village and towns councils in a collective manner.

The **key principles** underlying the Sustainable Rural Territories Vision are:

- the village/small town's natural environment is preserved
- the village/small town's aesthetics is such that it provides pleasant living surroundings for its inhabitants and visitors
- the village/small town is competitive in a chosen "market niche", provides quality products and services (value chain) to serve this market and may have export capacities
- the village/small towns creates jobs through cooperatives, private entrepreneurs, small enterprises
- the village/small towns develops itself on the basis of strong public-private partnerships

A Sustainable Village/Small Town is one which has key **ecological infrastructure** in place. For instance:

- Ecologically friendly heating and lighting (houses, public buildings and streets) through the use of alternative sources of energy such as small solar systems, bio-mass production which it can generate itself or buy from bio-mass producers in the districts, energy saving bulbs, etc.
- Use of adequate thermal insulation technologies in public and private housing
- A system of recycled waste, waste collection and dumping (outside the boundaries of the village)
- Low carbon emission transport system (bicycle, horse driven carts, electric cars, etc.)
- Car parking facilities at the border of the village
- Eco holiday lodging (incl. wooden houses/cabins)
- Eco camping (including children holiday camps)
- Thematic nature trails (fauna, flora, etc.)
- Clean water, river and/or lake
- 24 hours clean water supply and canalisation
- Effective irrigation system

The **exterior of village/small town houses** is clean and, as much as possible, fitting within a determined "décor" or "style" of the village. Flower beds are in abundance; greens and public areas are well kept. The streets of the village/small town, even if not asphalted, are even and in a good state (cycleable), without ravines or crevices, and appropriately lit. There are no abandoned / unfinished buildings / objects in and around the village. Those have been demolished and disposed off or have been recycled. The village/small town has at least one well maintained public toilet. There is an effective system of attractive sign posting from major district roads to the village/small town, clearly indicating its key attractions and specialities. The roads to the village/small town are in good condition (asphalted). A system of regular public transport facilities is in place. Inner village/town sign posting is well organised and attractive for visitors.

The village/small town may have several of the **following features**:

- Cycling and skiing routes
- Fruit, vegetable and animal farms
- Golf course/mini-golf course
- Swimming and sports facilities (including tennis courts)
- A well organised and interesting village museum or cultural center focusing on the traditions/speciality/ies of the village (the village museum is part of a web-based regional network of village museum)

- Cultural/historical site(s)
- Market and craft shops
- Cafes and restaurants, with exteriors fitting the village overall style
- Information space

Depending on its profile/market niche, the village may be engaged in several of the **following economic activities**:

- Bed & breakfast and accommodation services
- Sale of eco-friendly and ethno crafts/ artisanal products
- Original postcards production
- Fruit and vegetable picking facility
- Packaging facilities (for raw products, food stuff, souvenirs, etc.)
- Animal farm experience
- Sale of "clean" (organic) agricultural products
- Renting of transport and equipment (bicycles, small electric cars, golf equipment, tennis equipment, fishing equipment, skis, etc.)
- Sale of "traditional" (locally made) food products
- Culinary experiences (cooking classes)
- Horse/pony rides
- "Green" fishing (with environmentally friendly fishing tackle and respect of species)
- Cultural excursions inside and outside the village
- Village festivals and competitions
- Events organisation

The **production and services facilities** that could emerge **at district level**, to serve the needs of these villages, may include (but not be limited to):

- biomass pellet production
- manufacturing of wooden cabins and furniture
- artisanal and crafts production
- local souvenirs production
- local traditional food production
- local wines and preserve production