

**United Nations Development Programme**

**Country: Ukraine**

**Project Document**

<b>Project Title</b>	Community Based Approach to Local Development – Phase III
<b>UNDAF Outcome(s):</b>	Outcome 4.1: Pro-poor frameworks and strategies for sustainable economic development adopted and extended to rural and economically and socially disadvantaged areas communities and groups in a manner consistent with safeguarding their political civil economic social and cultural rights Outcome 4.2: Strengthened system for provision of social services and assistance functioning on an equitable and inclusive basis
<b>Expected CP Outcome(s):</b>	People-centered decentralisation of local public governance  Sustainable economic development through pro-poor policy reform
<b>Expected Output(s):</b>	Decentralized institutional arrangements for local government developed and citizen-based partnership for participatory development promoted
<b>Implementing Partner:</b>	UNDP Ukraine
<b>Responsible Parties:</b>	Administration of the President of Ukraine (APU) Secretariat of Cabinet of Ministers; Ministry of Economic Development and Trade; Ministry of Regional Development Building and Housing; Ministry of Health; Ministry of Environmental and Natural Resources; National Agency of Ukraine for Efficient Use of Energy; State Fund of Local Self-Government of Ukraine; Ukrainian Association of Local and Regional Authorities of Ukraine; Association of Small Towns of Ukraine; Association of Village and Settlement Councils; National Association of Alternative Energy; Council of Ministers ARC; Oblast State Administration/Councils; Rayon State Administration/Councils; Village/City Councils; Local Communities

### Brief Description

Although the paternalistic attitude of the State towards the population is slowly losing its strength, current tendencies towards stronger centralization impose limitations to community-driven local development. Phases I and II of CBA project contributed to strengthening participatory governance, supported and developed local capacities for community-based development, and facilitated a collaborative relationship between communities and local authorities. Innovative approaches to reduce energy consumption were successfully tested at the local level. Rural communities received support to establish cooperatives. While some progress has been achieved to improve transparency, accountability and quality of public services, overall institutionalisation of participatory governance is not as extensive. The CBA II Project created a strong demand for continuation of the support provided both to the communities and local authorities and expansion of project activities to municipalities. The third phase of the CBA Project (CBA III – 2014-2017) will build on the experience of CBA I and II and other successful area-based development projects in different parts of Ukraine. Through the replication of social mobilization techniques, it will empower citizens of villages and cities to assert themselves as drivers of local development. The CBA III Project includes: 1) Promoting community based approach to local governance; 2) Support to small economic initiatives in rural communities; 3) Community-based approach to improve energy efficiency in urban housing; 4) Introduction of innovation activities and new technologies at local level.

The results obtained will directly contribute to the achievement of Ukrainian MDGs.

Programme Period:	2014-2017	2014-2017 AWP's budget: USD 32,151,000
Key Result Area (Strategic Plan):	<ol style="list-style-type: none"> <li>1. Promoting inclusive growth, gender equality and MDG achievement</li> <li>2. Fostering inclusive participation</li> <li>3. Expanding access to environmental and energy services for the poor</li> </ol>	Total resources required USD 32,151,000  Total allocated resources: USD 32,151,000 <ul style="list-style-type: none"> <li>• Regular USD 1,000,000</li> <li>• Other:                         <ul style="list-style-type: none"> <li>○ EU USD 31,151,000</li> <li>○ UNDP USD 1,000,000</li> </ul> </li> </ul>
Atlas Project ID:	00048246	
Start date:	January 2014	
End Date	January 2017	
PAC Meeting Date	_____	
Management Arrangements	DIM	

Agreed by UNDP:

24.4.2014

Ricarda Rieger, UNDP Country Director



# I. ANNUAL WORK PLAN

Year: 2014-2017

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET							
		Year 1	Year 2	Year 3	Year 4		Funding Source	Budget Description	Year 1	Year 2	Year 3	Year 4	Total, USD	
<p><b>Output 1</b> Enhanced capacity of local communities and local authorities to initiate and maintain participatory process on local sustainable development and public service delivery</p> <p><b>Baselines:</b></p> <ol style="list-style-type: none"> <li>Less than 5% of Ukrainian communities have their own community based organisation capable to undertake local development in partnership with local authorities.</li> <li>Most of local officials and local communities in Ukraine lack knowledge on participatory approach to local development.</li> <li>Rayon and regional authorities do not have experience in implementing principles and methodology promoted by CBA on their own.</li> <li>Less than 45% of rayons are experienced in using LDF</li> <li>Less than 5% of Ukrainian communities experienced in getting their CDPs approved at rayon level.</li> </ol>	<p><b>Activity Result - 1</b> Strengthened knowledge and institutional capacity of local communities and local authorities to apply participatory approach to local development</p> <p><b>Actions:</b></p> <ol style="list-style-type: none"> <li>Update manuals/ guidelines, videos, leaflets of CBA-II to reflect CBA-III requirement.</li> <li>Develop capacity of CBA staff and regional authorities in implementation of CBA methodology.</li> <li>Support local/regional authorities in replication of CBA methodology.</li> <li>Mobilize local communities and local/regional stakeholders to get organized/networked for implementation of CBA methodology.</li> </ol>					UNDP EU	Travel	15000	15000	12000	6380	48380		
						71600								
						72100	Rayon authorities; Local councils;	Training	20000	25000	16000	20522	81522	
						74200	Local communities.							
						75700		RT/Conf.	15000	10000	8000	7761	40761	
						75100		Print/Prodn.	10000	8000	5000	4174	27174	
								Seed grant	125000	850000	850000	213043	2038043	
								F & A+ Misc.	12395	60836	59697	16876	149804	
						<b>Subtotal Activity 1</b>	<b>197395</b>	<b>968836</b>	<b>950697</b>	<b>268756</b>	<b>2385664</b>			

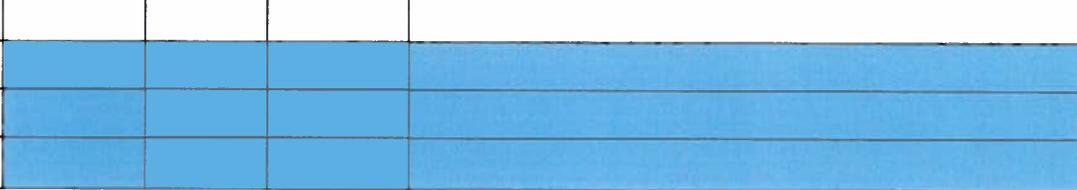
<p>6. At this moment there is no regional development fund to promote community based local development approach in the country and communal infrastructures in rural areas are poorly maintained.</p> <p>7. Number of communities applying community based approach for service delivery in Ukraine is negligible.</p> <p>Indicators:</p> <ol style="list-style-type: none"> <li># of community organisations proactive in the local planning process with appropriate legal status, availability of sustainability fund, community development plan;</li> <li># of community members and local officials trained on participatory decision making;</li> <li># of replications of CBA methodology in non-CBA areas;</li> <li># of rayon authorities using LDF for participatory decision making;</li> <li># of community development plans incorporated in the local development plan;</li> <li># of regional development funds (RDF) established to support community initiatives;</li> <li># of community initiatives for improving basic social and communal infrastructure and services supported;</li> </ol> <p>Targets:</p> <ol style="list-style-type: none"> <li>At least 60% of (target 900) community organisations showing evidence of financial sustainability and proactivity in the local planning process by 2016.</li> </ol>														
<p><b>Activity Result - 2</b> Decentralized and participatory governance mechanisms integrated in the standard practice of local governments resulting in improved joint decision-making, planning, and service delivery.</p> <p>Actions:</p> <ol style="list-style-type: none"> <li>Develop partnership with local/regional authorities.</li> <li>Provide logistics and ICT support to strengthen rayon/regional level community resource centres.</li> <li>Support establishment of 'regional development fund (RDF).</li> <li>Support establishment and functioning of local development forums (LDFs) and regional coordination councils (RCCs) for participatory decision-making.</li> <li>Assist community-based strategic planning and preparation of community development plans (CDPs).</li> </ol>														
<p>UNDP: Regional authorities; Rayon authorities; Local councils; Community organizations.</p>														
<p>UNDP EU</p>														
<p>71600 72100 72200 73200 75100 75700</p>														
<p>Travel</p>														
<p>12000</p>														
<p>18000</p>														
<p>15000</p>														
<p>9935</p>														
<p>54935</p>														
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<p>7348</p>														
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<p>86848</p>														
<p>21739</p>														
<p>271739</p>														
<p>Equip- Furniture for CRCs</p>														
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<p>50107</p>														
<p>F &amp; A+ Misc.</p>														
<p>8509</p>														

<p>2. 8000 executives and members of community organisations and 2000 officials of local/regional authorities trained by 2017 with minimum of 50% of female participation.</p> <p>3. Authorities of at least 10 regional/ rayon applied CBA methodology in non-CBA territory.</p> <p>4. At least 55% of rayon authorities use LDF for participatory decision making by 2016.</p> <p>5. At least 80% of community organisations succeed in getting their CDPs incorporated in the local development plan of rayons by 2016.</p> <p>6. At least two regional development funds are established by 2017.</p> <p>7. At least 925 community projects supported, including 150 projects on innovative energy efficiency.</p> <p><b>Gender Marker Rating and Motivation - 2</b></p> <p>A particular emphasis will be made to empower women and raise gender awareness in communities by supporting women to lead in the implementation of development projects to set up community organizations and promoting the establishment of women led agricultural and other cooperatives.</p> <p><b>Related CP outcome:</b></p> <p>People-centered decentralisation of local public governance</p> <p>Sustainable economic development through pro-poor policy reform</p>	<p><b>Activity Result - 3</b></p> <p>Community-based initiatives for sustainable rehabilitation, management and operation of basic social and communal infrastructure supported</p> <p><b>Actions:</b></p> <p>a) Conduct training on planning, implementation and reporting on micro-projects.</p> <p>b) Support technical design of selected priority projects.</p> <p>c) Provide seed grants to implement micro-projects.</p> <p>d) Provide technical backstopping for implementation of community projects.</p> <p>e) Support transfer and sustainability of the completed projects.</p>		<p><b>UNDP:</b></p> <p>Rayon authorities; Local councils; Community organizations</p>	<p><b>UNDP</b></p> <p>EU 71600 72100 74200 75700 75100</p>	<p>Travel</p> <p>Training</p> <p>RT/Conf.</p> <p>Micro-capital grant</p> <p>F &amp; A+ Misc.</p> <p><b>Subtotal Activity 3</b></p>	<p>12576</p> <p>12000</p> <p>10000</p> <p>350000</p> <p>25767</p> <p>410343</p> <p>743247</p>	<p>20000</p> <p>15000</p> <p>8000</p> <p>2000000</p> <p>136881</p> <p>2179881</p> <p>3477353</p>	<p>20000</p> <p>10000</p> <p>7000</p> <p>2000000</p> <p>136479</p> <p>2173479</p> <p>3323705</p>	<p>14000</p> <p>3761</p> <p>2174</p> <p>388451</p> <p>27362</p> <p>435748</p> <p>838807</p>	<p>66576</p> <p>40761</p> <p>27174</p> <p>4738451</p> <p>326488</p> <p>5199450</p> <p>8383112</p>
	<p><b>Total Output 1</b></p>					<p>743247</p>	<p>3477353</p>	<p>3323705</p>	<p>838807</p>	<p>8383112</p>

<p><b>Output 2</b> Community based agro/service cooperatives created for small business promotion in rural areas</p> <p><b>Baseline:</b> Small producers across in rural Ukraine lack access to market and processing facilities</p> <p><b>Indicators:</b> # of agro-based service cooperatives to promote small businesses established.</p> <p><b>Target:</b> At least 40 cooperatives established</p> <p><b>Gender Marker Rating and Motivation - 2</b> A particular emphasis will be made to empower women and raise gender awareness in communities by supporting women to lead in the identification, planning and implementation of development projects to set up cooperatives and promoting the establishment of women led agricultural and other cooperatives.</p> <p><b>Related CP outcome:</b> Sustainable economic development through pro-poor policy reform</p>	<p><b>Activity Result - 1</b> Community based agro/service cooperatives created for small business promotion in rural areas</p> <p><b>Actions:</b></p> <p>a) Mobilise communities to develop cooperatives in rural areas.</p> <p>b) Provide training and technical support for development of business skills.</p> <p>c) Provide small grants to implement economic initiatives.</p> <p>d) Provide technical backstopping for implementation and sustainability of the economic initiatives.</p>			<p><b>UNDP;</b> Rayon authorities; Local councils; Community Organizations</p>	<p><b>UNDP</b> EU 71600 72100 74200 75700 75100</p>	<p><b>Travel</b></p>	<p>8000</p>	<p>8000</p>	<p>8000</p>	<p>3174</p>	<p>27174</p>
						<p>Training</p>	<p>10000</p>	<p>15000</p>	<p>10000</p>	<p>3761</p>	<p>40761</p>
						<p>RT/Conf.</p>	<p>6000</p>	<p>6000</p>	<p>5000</p>	<p>3380</p>	<p>20380</p>
						<p>Small grant</p>	<p>300000</p>	<p>1000000</p>	<p>500000</p>	<p>265217</p>	<p>2065217</p>
						<p>F &amp; A+ Misc.</p>	<p>21842</p>	<p>68943</p>	<p>35041</p>	<p>18461</p>	<p>144287</p>
						<p><b>Subtotal Activity 1</b></p>	<p><b>347842</b></p>	<p><b>1097943</b></p>	<p><b>558041</b></p>	<p><b>293993</b></p>	<p><b>2297819</b></p>
							<p><b>347842</b></p>	<p><b>1097943</b></p>	<p><b>558041</b></p>	<p><b>293993</b></p>	<p><b>2297819</b></p>
<p><b>Output 3</b> Improved delivery of municipal housing services through community-led approach and innovative governance practices.</p> <p><b>Baseline:</b> 1. Only 25% of all multi-apartment buildings in Ukraine is managed by ACMBS.</p>	<p><b>Activity Result - 1</b> Established and strengthened homeowners associations capacities as the self-governance bodies to jointly maintain the common parts of the multi-apartments buildings. The actions below do not full match the stated result</p>			<p><b>UNDP;</b> Regional authorities; Rayon authorities; Local councils; Community Organizations</p>	<p><b>UNDP</b> EU 71600 72100</p>	<p><b>Travel</b></p>	<p>10000</p>	<p>15000</p>	<p>10000</p>	<p>5761</p>	<p>40761</p>
						<p><b>Training</b></p>	<p>12000</p>	<p>15000</p>	<p>15000</p>	<p>5554</p>	<p>47554</p>

<p>2. Comprehensive technical solutions in housing sector are implemented in limited number of Ukrainian cities.</p> <p>3. Majority of active community members, local/regional authorities and recently elected officials lack skill in energy planning.</p> <p>4. The amount of energy consumption of the Ukrainian households is 3-7 times higher than the average in Europe.</p> <p>5. There is no viable financial model to support comprehensive renovation of housing stock affordable for ACMB.</p>	<p><b>Indicators:</b></p> <p>1. # of cities where support to creation of ACMBs is provided.</p> <p>2. # of cities where comprehensive technical solutions in multi-apartment buildings are implemented.</p> <p>3. # of high-visibility events to raising public awareness on energy saving options.</p> <p>4. # of community members and local/regional authorities trained in energy planning and efficient energy use (with at least 50% of women participating).</p> <p>5. Financial model is designed for the sustainable and replicable retrofitting of housing stock.</p>	<p><b>Actions:</b></p> <p>a) Develop manuals/ guidelines to reflect urban specifics of CBA approach</p> <p>b) Develop technical guidelines for comprehensive energy saving technologies in housing sector at the municipal level</p> <p>c) Develop manuals on ACMB creation and functioning</p> <p>d) Organize training for communities and municipal authorities in energy planning and energy efficiency, and ACMBs creation and functioning.</p> <p>e) Organize information campaign to promote ACMB as a progressive form of management of multi-apartment buildings</p> <p>f) Mobilize municipal communities and authorities to get organized/networked for implementation of CBA methodology</p>	<p>74200</p> <p>75700</p> <p>75100</p>	<p>RT/Conf.</p>	<p>6000</p>	<p>6000</p>	<p>5000</p>	<p>5000</p>	<p>3380</p>	<p>20380</p>
				<p>Small grant</p>	<p>4000</p>	<p>5000</p>	<p>2000</p>	<p>2587</p>	<p>13587</p>	
				<p>F &amp; A+ Misc.</p>	<p>2680</p>	<p>2211</p>	<p>2144</p>	<p>1158</p>	<p>8193</p>	
				<p><b>Subtotal Activity 1</b></p>	<p><b>42680</b></p>	<p><b>35211</b></p>	<p><b>34144</b></p>	<p><b>18440</b></p>	<p><b>130475</b></p>	
				<p>Travel</p>	<p>20000</p>	<p>15000</p>	<p>20935</p>	<p>12000</p>	<p>67935</p>	
										<p>UNDP EU</p>
										<p>UNDP; Rayon authorities; Local councils; Community organizations</p>
										<p><b>Activity Result – 2</b> Replicable community mobilisation model for building retrofitting developed and tested in practice.</p>
										<p><b>Targets:</b></p> <p>1. At least in 25 cities simple renovation in multi-apartment buildings are supported.</p> <p>2. At least in 5 cities comprehensive technical solutions in multi-apartment</p>

<p>buildings are supported.</p> <p>3. 50 high-visibility events to raising public awareness on energy saving options organised.</p> <p>4. At least 10,000 people, including community members and local/regional authorities trained in energy planning and efficient energy use (with at least 50% of women participating).</p> <p>5. Financial model is designed for the sustainable and replicable retrofitting of housing stock.</p>	<p><b>Actions:</b></p> <p>a) Support technical design of selected priority projects of participating ACMB.</p> <p>b) Provide seed grants to implement municipal micro-projects.</p> <p>c) Provide technical backstopping for implementation of community projects.</p> <p>d) Support transfer and sustainability of the completed projects.</p> <p>e) Document experiences in energy efficiency in housing sector.</p> <p>f) Conduct analysis of financial models to support comprehensive retrofitting of multi-apartment buildings.</p> <p>g) Conduct events and /training to increase public awareness about energy efficiency options in housing sector.</p> <p>h) Conduct national roundtables related to energy efficiency in housing sector.</p>		<p>71600 72100 74200 75700 75100</p>	<p>Training</p>	<p>12000</p>	<p>15000</p>	<p>8000</p>	<p>5761</p>	<p>40761</p>
<p><b>Gender Marker Rating and Motivation - 2</b></p> <p>Significant involvement and participation of women in key activities on energy planning, training and implementation of micro-projects on energy efficiency will be promoted in all activities.</p>				<p>RT/Conf.</p>	<p>6000</p>	<p>6000</p>	<p>5000</p>	<p>3380</p>	<p>20380</p>
<p><b>Related CP outcome:</b></p> <p>People-centered decentralisation of local public governance</p> <p>Sustainable development policies and practices make the difference</p>				<p>Small grant</p>	<p>852174</p>	<p>3000000</p>	<p>3000000</p>	<p>1300000</p>	<p>8152174</p>
				<p>F &amp; A+ Misc.</p>	<p>59307</p>	<p>203747</p>	<p>203274</p>	<p>88516</p>	<p>554844</p>
				<p>Sub-total Activity 2</p>	<p>944481</p>	<p>3244747</p>	<p>3237209</p>	<p>1409657</p>	<p>8836094</p>
	<p><b>Total Output 3</b></p>				<p>979692</p>	<p>3287427</p>	<p>3271353</p>	<p>1428097</p>	<p>8956569</p>

<p><b>Output 4</b> Enabling environment created at national and local level for replication of the principles of community based approach to local sustainable development</p> <p><b>Baselines:</b></p> <ol style="list-style-type: none"> <li>Academia and authorities of all tiers of government lack access to grassroots-based knowledge.</li> <li>Public participation mechanisms are not fully applied in everyday practices of local governments.</li> <li>National level repository of UADRC dedicated to community based approach lacks capacity.</li> <li>Legal framework for decentralized governance is in the process of revision.</li> <li>Insufficient number of national level advocacy held in past on community based approach.</li> <li>Limited number of innovative approaches to the provision of municipal services.</li> </ol> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li># of universities/training institutes which included in their teaching curricula a training module on "local governance, public participation and sustainable development.</li> <li>% of CO-members, LAs officials, who participated in training, exposure visits, roundtables, etc. state their understanding of and their intention to adopt participatory approaches in all relevant spheres of local governance.</li> <li>National level knowledge management hub in the field of participatory governance and community based development strengthened.</li> </ol>	<p><b>Activity Result - 1</b> Knowledge management and experience dissemination mechanism established at local/regional/national level</p> <p><b>Actions:</b></p> <ol style="list-style-type: none"> <li>Establish partnership with universities and training institutions.</li> <li>Expose local and regional authorities, universities and training institutions to CBA best practice.</li> <li>Provide technical/ advisory support for curriculum development on community development.</li> <li>Strengthen capacity of the national knowledge management hub at the 'Ukrainian Association of Local and Regional Authorities'.</li> </ol>		<p><b>UNDP:</b> Universities; Training institutes; Regional/raion authorities</p>	<p>UNDP EU 71600 72100 74200 75700 75100</p>	<p>Travel</p> <p>8000</p> <p>10000</p> <p>5000</p> <p>4174</p> <p>27174</p>	<p>Training</p> <p>5000</p> <p>8000</p> <p>5000</p> <p>2380</p> <p>20380</p>	<p>RT/Conf.</p> <p>10000</p> <p>12000</p> <p>12000</p> <p>6761</p> <p>40761</p>	<p>Curriculum Dev. Support</p> <p>50000</p> <p>50000</p> <p>50000</p> <p>40217</p> <p>190217</p>	<p>KM Hub</p> <p>70000</p> <p>70000</p> <p>70000</p> <p>61739</p> <p>271739</p>	<p>F &amp; A+ Misc.</p> <p>9581</p> <p>10050</p> <p>9514</p> <p>7723</p> <p>36868</p>	<p><b>Subtotal Activity 1</b></p> <p><b>152581</b></p> <p><b>160050</b></p> <p><b>151514</b></p> <p><b>122994</b></p> <p><b>587139</b></p>
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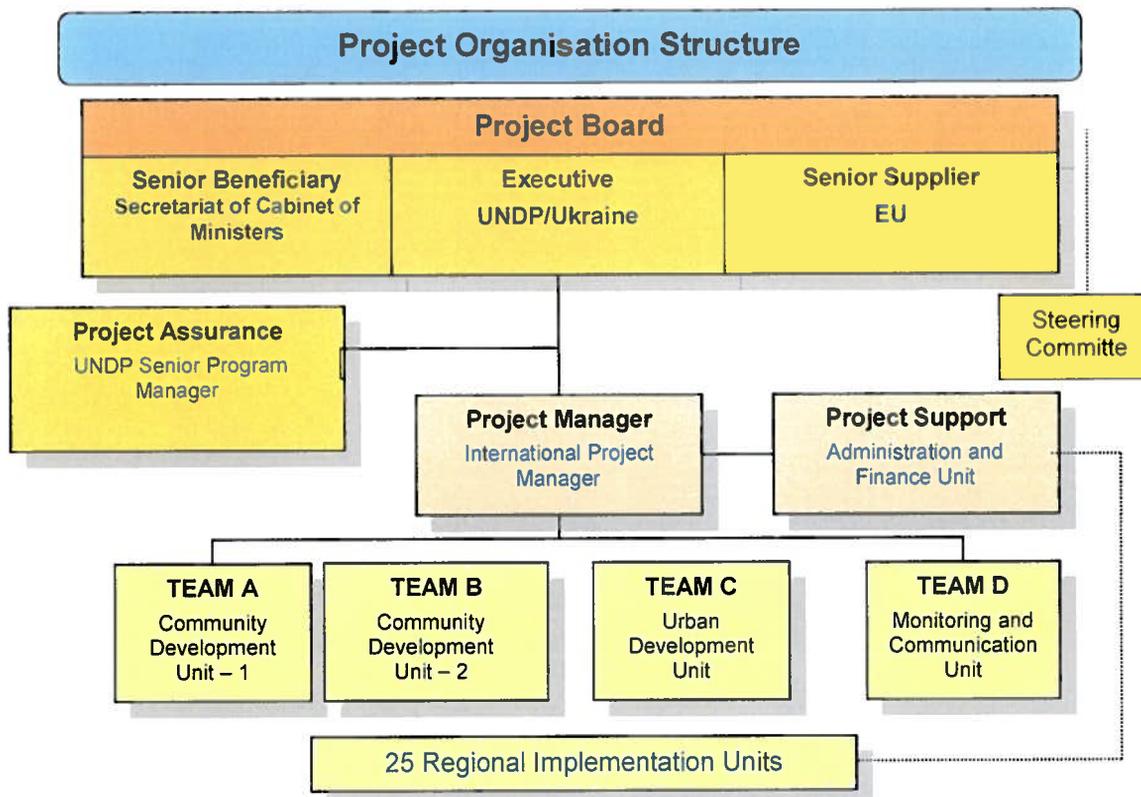
<p>4. # of policy recommendations developed and discussed with relevant national ministries.</p> <p>5. # of policy related roundtables held to advocate for implementation of practices and procedures of participatory governance.</p> <p>6. # of innovative governance initiative affecting quality of municipal services.</p> <p><b>Targets:</b></p> <p>1. At least 20 universities/training institutions introduce courses on CBA methodology by 2015.</p> <p>2. At least 500 CO-members/officials and local/regional authorities from non-CBA communities participated in training, exposure visits roundtables demonstrate understanding and willing to adopt participatory approaches in all relevant spheres of local governance.</p> <p>3. The national level knowledge management hub established at UADRC is functioning in linkage with regional and rayon community resource centres.</p> <p>4. Recommendations to at least 7 legal acts developed and discussed.</p> <p>5. At least 4 national roundtables held to discuss and advocate for required policy changes to ensure full-fledged participatory decision making at the local level.</p> <p>6. At least 100 innovative municipal governance projects supported contributing to improved services delivery.</p>	<p><b>Activity Result - 2</b></p> <p>General policy framework on community based approach to local sustainable development is presented to and discussed among national stakeholders.</p> <p><b>Actions:</b></p> <p>a) Organize a nationwide discussion of policy recommendations on implementation of practices and procedures of participatory governance.</p> <p>b) Provide support to relevant government agencies in development of legal framework for community led development.</p> <p>c) Produce and disseminate visibility materials to promote CBA vision among stakeholders at all level.</p> <p>d) Provide donors, media and partners with up to date information on CBA activities.</p> <p>e) Maintain CBA website.</p> <p>f) Organise roundtables donors/partners/media visits.</p> <p>g) Publish CBA experiences and related documents for wider dissemination.</p>	<p>UNDP</p> <p>EU</p> <p>71600</p> <p>72100</p> <p>74200</p> <p>75700</p> <p>75100</p>	<p>UNDP; National counterpart government agency</p>																	
<p>Travel</p>		8000		12000	12000														40761	8761
<p>Training</p>		3000		5000	3000														13587	2587
<p>RT/Conf.</p>		8000		10000	8000														33987	7967
<p>Print/Production</p>		35000		35000															130435	25435
<p>Translation</p>		10000		8000	7000														28533	3533
<p>Policy/Assessment Studies</p>		0		30000	21522														81522	30000
<p>F &amp; A+ Misc.</p>		4288		6700	5797														22030	5245
<p><b>Subtotal Activity 2</b></p>		<b>68288</b>		<b>106700</b>	<b>92319</b>														<b>350835</b>	<b>83528</b>



<b>Activity Result - 4</b> Effective project management and advisory support provided for implementation of CBA activities <b>Actions:</b> a) Provide national/international expertise and support services b) Arrange logistics and operational support services c) Carry out management reviews audits and assessments of the project implementation	<b>UNDP</b> EU 62300 63300 63500 71400 71600 72100 72200 72300 72400 72500 73100 73410 74200 74500 75100	<b>UNDP</b>	Travel Contr Srv - Ind Eqpt. /Furn. Office O & M M&E, Audit cost F & A+ Misc. Subtotal Activity 3	8000	5000	3000	4380	20380	1910272	2196654	2196654	974858	7278438	309103	9511	12228	6115	336957	214103	402745	386440	118886	1122174	0	20408	0	20353	40761	163579	176499	174088	75348	589514	2605057	2810817	2772410	1199940	9388224	2953966	3972826	3889049	1764684	12580525
				<b>Total Output 4</b>				5024746	11835549	11042147	4325581	32228025																															
				<b>TOTAL</b>																																							

## II. MANAGEMENT ARRANGEMENTS

The Project will be implemented in DIM modality The Project's organisational structure is presented below:



**In above box of implementation unit, # of MSUs should also be mentioned**

**Project Board:** The Project Board (the Board) will consist of 3 members (senior managers) who will have full authority and responsibility over all aspects of the project, and will ensure that the interests of all parties are protected. The Board will provide overall direction of the project and will make decisions on a consensus basis when guidance is required by the Project Manager. In cases when a consensus cannot be reached by the Project Board members, the final decision will be taken by the UNDP Senior Management. The Board will be constituted by UNDP senior management.

The Board will be responsible for ensuring the delivery of expected results and will be accountable for the overall success of the Project. It will endorse recommendations for budget and project revisions. It will review the progress of the Project at designated points during the implementation or when requested by the Project Manager., The Project Manager shall seek approval of the Project Board for decisions when project tolerances (i.e. constraints normally in terms of time and budget) have been exceeded.

The Board will approve all major plans, including recommendations for budget revisions, commitment of resources, etc. and will authorize any major deviation from the agreed CBA workplans. Where necessary, it will arbitrate on any conflicts within the project and will negotiate between the project and any other party beyond the scope of the project.

The Project Board will meet on a quarterly basis or as necessary. It will 'manage by exception' whereby members of the Board will regularly receive project progress reports and will only be asked for joint decision making at key points during the project implementation.

The roles within the Board will be divided as follows. The Executive (UNDP) will ensure successful production of envisaged outputs. The Executive (a UNDP Senior Manager) will be ultimately responsible for effective and efficient implementation of CBA-III. The Executive will hold the project ownership and will chair Project Board meetings. The Senior Supplier (EU) will provide guidance on the technical feasibility of the project; and Senior Beneficiary Secretariat of the Cabinet of

Ministers) will ensure the realization of project benefits from the perspective of project beneficiaries.

**Project Assurance** will be ensured by the UNDP Program Manager in charge of the Local Development Portfolio. He/she will provide objective and independent project oversight and monitoring on behalf of the Board and will ensure the completion of agreed project management milestones.

A **Steering Committee** will be established to involve a broad range of stakeholders into the Project implementation and will review Project's achievements, lessons learnt, explore opportunities and provide advice on effectiveness of the project. It will consist of representatives from relevant Ministries, Secretariat of the Cabinet of Ministers, national associations of local/regional councils and donors. The Committee will meet at least once a year or more frequently if necessary. Detail description and ToR of the Steering Committee is provided in Annex-1.

An international **Project Manager** will be in charge of a daily management of the project on behalf of the Project Board and will act within the scope/constraints laid down by the Project Board. He/she will be responsible for management and decision-making for the project and will ensure the delivery of project results as specified in the project document and according to the required quality standards, time and cost.

**Project Team** will support the Project Manager. It will consist of professionals in the field of community mobilization, energy and environment cooperatives development engineering monitoring and support staff related with administration and finance.

The **Project Management Unit (PMU)** will be located in Kyiv.

The main tasks of the PMU will be:

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- Overall management and coordination of Project implementation
- Strategic technical and methodological backstopping of Regional implementation Units
- Final endorsement of community projects for grant award
- Monitoring of implementation and quality assurance
- Communication and reporting to UNDP/EU/Government and Donors

The PMU will consist of –

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- 1 International Project Manager
- 2 Community Development Specialists
- 1 Urban Development Specialist
- 1 Urban Governance Officer
- 5 Engineers
- 1 Communications and Monitoring Specialist
- 1 Administrative Officer
- 1 Finance Specialist
- 11 Support Staff (4 finance assistants, 1 administration assistant, 3 community develop assistants, 1 monitoring assistant, and 2 drivers)

PMU will carry out its functions through 25 regional implementation units established with support of regional authorities (in the premises offered by them) under the framework of memorandum of understanding (MoU). Similarly, it will implement urban component through Municipal Support Units (MSUs) established by city councils

The ToRs of the above-mentioned positions are given in Annex-2 (Description of the Action document).

**Short Term Consultants:** Services of short term international and national experts will be utilised for technical backstopping and specific advisory needs to improve effectiveness of specific Project activities.

**Project implementation** will be governed by provisions of the agreed Project Document, the UNDP POPP, the UNDP Ukraine SOPs, and the CBA Operational Guidelines and Manuals.

## **Annual Workplan**

The estimated duration of CBA-III will be 48 months. Preliminary indicative calendar of key activities is given in Annex – 2 (Description of the Action)

## **Project Budget**

Total budget of the Project will be EUR 23,738,000 (US \$ 32,151,000) to be used for the activities outlined in Annex - 2 (Description of Action). The Project Budget will be cost shared between the EU and UNDP which will provide EUR 23,000,000 (US\$ 31,151,000) and EUR 738,000 (US \$1,000,000) respectively.

It is anticipated that an estimated parallel co-financing in the amount of EUR 14,000,000 (US\$ 19,000,000) will be mobilized by local communities and authorities.

**Communication and Visibility** activities will be carried out under the framework of 'Joint Visibility Guidelines for EC-UN Actions in the Field'.

## **Audit Arrangements:**

The Project shall be subject to the internal and external auditing procedures laid down in the Financial Rules and Regulations of UNDP. Based on UNDP standard operational procedure two independent Project audits will be carried out during the 2<sup>nd</sup> year of the project and upon the completion of the project.

### III. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP rules and regulations the project will be monitored through the following:

#### Within the annual cycle

- On a quarterly basis a quality assessment shall record progress towards the completion of key results based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see Annex 3) 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.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

#### Annually

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

#### External Evaluation

Evaluation of the project implementation will be commissioned by EU as ex-ante mid-term final and ex post. Besides UNDP will carry out independent external evaluation of the Project implementation its outputs and impacts.

## Quality Management for Project Activity Results

<b>OUTPUT 1: Enhanced capacity of local communities and local authorities to initiate and maintain participatory process on local sustainable development and public services delivery</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	Strengthened knowledge and institutional capacity of local communities and local authorities to apply participatory approach to local development	Start Date: month 1 End Date: month 18
<b>Purpose</b>	Lack of trust and confidence of citizens towards government is still common in Ukraine. Unelected local administrations appointed from the capital focus on serving the interests of the state rather than the citizens while elected councils have little capacity and influence and need to be empowered. Purpose of this activity is to bridge the gap in understanding between citizens and local authorities on the agenda of local sustainable development	
<b>Description</b>	To address this issue it is planned to develop operational guidelines; provide training to local/regional authorities and implement social mobilisation to organise local communities.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
One third of the 900 formed/granted community organisations show maturity with legal status, sustainability fund, community development plan and at least one participation in local planning process	Project team prepares profile of all community organisations and analyses the results	One month after completion of each annual workplan
50% of trained community members are female	Project team assesses training participation records and analyzes the results.	One month after completion of each annual workplan
<b>Activity Result 2 (Atlas Activity ID)</b>		
Decentralized and participatory governance mechanisms integrated in the standard practice of local governments resulting in improved joint decision-making, planning, and service delivery		Start Date: month 6 End Date: month 29
<b>Purpose</b>	The existing structures of local authorities lack appropriate institutional mechanism for joint decision-making. They also lack suitable mechanism that would enable financing to communities for implementation of their priority initiatives in a transparent manner. Therefore purpose of this activity is to establishment/nurturing of appropriate institutional mechanism at rayon and regional level.	
<b>Description</b>	To address this issue training/technical support will be provided to partner rayon and regional authorities for establishment/nurturing of 200 local development forum (LDF); 200 community resource centres; 2 regional development fund (RDF) and 25 regional coordination councils such that they will contribute to practice of bottom-up planning process resource mobilisation for implementation of community initiatives.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
70% of (200) LDF and 50% of (25) RCCs will have at least one functional meeting every year	Review of the protocols of the meetings of LDF and RCCs as reflected in Annual Progress Report of the Project	February 2015, 2016, 2017
25% of the partner rayons have functional community resource centres	Assessment surveys carried out in course of project implementation	December 2015; March 2017
60% of rayon authorities accept the community development plans	Annual Report of the Project; Assessment survey Report	February 2015 February 2016; December 2017
<b>Activity Result 3 (Atlas Activity ID)</b>		
Community-based initiatives for sustainable rehabilitation management and operation of basic social and communal infrastructure supported		Start Date: month 8 End Date: month 47
<b>Purpose</b>	It is necessary to involve local communities and local authorities in a process oriented learning by doing that will empower citizens and bring elected authorities and civil servants closer to people such that they will make a decision together pool their resources and deliver public services on sustained basis	

<b>Description</b>	Community organisations will be provided with trainings 925 small grants (including 150 for energy efficiency technology) will be allocated to implement their priorities pertaining to basic needs e.g. water supply, waste management vis-à-vis environment improvement, public health and energy saving. The grants will be subject to cost sharing from beneficiary communities, local budget and private sector. To ensure sustainability, micro-project will be maintained solely by community organisation or jointly by community organisation and local authorities.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
20% of the completed micro-projects function with community based sustainability mechanism in place	<ul style="list-style-type: none"> <li>Project team prepares report on sustainability mechanism of completed projects and analyses for results;</li> <li>2<sup>nd</sup> Assessment survey of the Project implementation</li> </ul>	<p>July 2016</p> <p>March 2017</p>
10 local authorities will have developed local policy/procedure for supporting community based sustainability mechanism	<ul style="list-style-type: none"> <li>Project team collects policy decisions or decree of the local authorities on the subject</li> <li>2<sup>nd</sup> Assessment survey of the Project implementation</li> </ul>	<p>July 2016</p> <p>March 2017</p>
<b>OUTPUT 2: Community based agro/service cooperatives created for small business promotion in rural areas</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	Community based agro/service cooperatives created for small business promotion in rural areas	Start Date: month 14 End Date: month 30
<b>Purpose</b>	Poverty level in Ukraine is relatively higher in rural areas where population lack access to non-farm opportunities and suffer from seasonality in income generation. Small business in rural areas is still underdeveloped and presents a big potential for income generation.	
<b>Description</b>	It is planned to provide organised communities with training technical backstopping and small grants to enable them to develop cooperatives and undertake agro-processing and/or agro-marketing activities.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Women constitute at least 50% of the total community members employed by SMEs developed under Project support	<ul style="list-style-type: none"> <li>Ad hoc report prepared by project team</li> <li>2<sup>nd</sup> Assessment report</li> </ul>	<p>June 2015</p> <p>March 2016</p>
One third of the cooperatives are functioning at least for two years after UNDP support provided	<ul style="list-style-type: none"> <li>Ad hoc report prepared by project team</li> <li>2<sup>nd</sup> Assessment report</li> </ul>	<p>June 2015</p> <p>March 2016</p>
<b>OUTPUT 3: Improved delivery of municipal housing services through community-led approach and innovative governance practices.</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	Established and strengthened homeowners associations capacities as the self-governance bodies to jointly maintain the common parts of the multi-apartments buildings	Start Date: month 8 End Date: month 21
<b>Purpose</b>	70% of the housing stock consists of apartments, situated in multi-apartment buildings, housing approximately 34 million people. Likewise in all post totalitarian countries, the privatization process during 90-es of the previous century made over ninety percent of the apartments privately owned. However, lack of awareness of homeowners' responsibilities regarding necessary up-keep and maintenance of the common parts in the buildings in combination with massive impoverishment of the population and lack of sufficient legal obligations and their enforcement lead to severe deterioration of the housing stock. High energy inefficiency is another basic characteristic of the housing and communal sector of Ukraine. According to official statistics <sup>1</sup> , it consumes 44% of the country energy resources. Improvement of the condition of the municipal housing stock is acknowledged as a necessity by Government, donor community and the Ukrainian people. The intermittent efforts of the Government to tackle the problem can be seen in its attempts for some improvements in the legal framework and initiation of small scale refurbishment programs for the multi-apartment buildings. The ineffectiveness of	

<sup>1</sup>Source – Sector Program on Energy Efficiency and Energy Savings in the Housing and Communal Sector 2010-2014

	such a policy, however, is becoming more visible with the increasing number of batches of insulation appearing on individual apartment walls in multi-apartment buildings as attempts to address the issue with the low energy efficiency.	
<b>Description</b>	The Project's assistance under this component is offered specifically to urban communities aiming at the following tangible results: 1) Established and strengthened homeowners associations capacities as the self-governance bodies to jointly maintain <b>the common parts of the multi-apartment buildings</b> ; 2) Comprehensive technical solutions developed and applied in the area of municipal housing; 3) Replicable community mobilisation model for building retrofitting developed and tested in practice; 4) Support to the implementation of innovative governance practices at the municipal level as a basis of nationwide replication.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
90% of supported ACMBs are functional	Project team prepares analytical report on ACMBs functioning	March 2016
One third of municipalities allocate budget for renovation of housing stock to ACMBs	Project's annual progress reports	Feb 2015, Feb 2016
<b>Activity Result 2 (Atlas Activity ID)</b>	Replicable community mobilisation model for building retrofitting developed and tested in practice	Start Date: month 11 End Date: month 47
<b>Purpose</b>	Energy efficiency and ensuring sustainability of energy resources has been recognized as a top priority of state development policy in recent years. Therefore there is a strong need to develop model for further replication of energy efficiency measures in housing sector nationwide	
<b>Description</b>	Support will be provided for technical designing and micro-capital grant will be provided for implementation of innovative energy projects under the condition of cost sharing from local authorities and beneficiary ACMB; Analysis of lessons learned will provide the basis for the development of comprehensive financial model	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
At least 30% energy is saved from application of new technology/alternative energy sources	<ul style="list-style-type: none"> <li>Special report prepared by project team</li> <li>2<sup>nd</sup> Impact assessment report</li> </ul>	<ul style="list-style-type: none"> <li>March 2015</li> <li>March 2016</li> </ul>
<b>Output 4. Enabling environment created at national level for -/replication of the principles of community based approach to local sustainable development</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	Knowledge management and experience dissemination mechanism established at local/regional/national level	Start Date: month 10 End Date: month 48
<b>Purpose</b>	National scale operation of the Project involves large number of stakeholders from local level to national level. However there are still large number of citizens, civil servants and elected officials that remain to benefit from the experience generated by CBA-I and CBA-II. There is also demand for replication of CBA methodology. Therefore it is essential to establish appropriate mechanism that would enable continuity of community based development methodology even after completion of CBA-II.	
<b>Description</b>	Universities and training institutes will be involved in collection of lessons systematisation and teaching to students. Similarly, capacity of the national level knowledge hub established at UADRC will be enhanced such that grassroots level knowledge could be brought for national/international dissemination. Activities include training of civil servants and students; small research grants for curriculum development and research for professors and students in the field of decentralisation and community based local sustainable development, establishment and management of knowledge hub.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
At least 10 universities and/or training institutes start teaching course on community based local sustainable development	Project team compiles teaching/training materials	October 2015
At least three moderated discussions initiated by knowledge network members are supported through knowledge hub	Project team prepares report on the Knowledge Hub activities	January 2017

<b>Activity Result 2 (Atlas Activity ID)</b>	General framework on community based approach to local sustainable development adopted in the number of selected oblasts and municipalities, general policy framework is presented to and discussed among national stakeholders	Start Date: month 26 End Date: month 46
<b>Purpose</b>	A part of Ukrainian population local and regional authorities is sensitized to appreciate principles promoted by CBA through practical experience. A large number of citizens and authorities have still remained outside the scope of CBA. They will be able to benefit under national development framework through appropriate national policy/legislation provisions. Purpose of the proposed activity is to sensitize national policy-makers and other stakeholders by offering them relevant information.	
<b>Description</b>	Policy studies regular reporting to stakeholders national roundtables for debate on policy recommendations various form of lobbying and advocacy legal drafting etc. will be carried out during the project period to meet the purpose.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Draft legislation is submitted to relevant national agency for debate and consideration	Conformation from the legislative body on receipt of the draft proposal	September 2013
<b>Activity Result 3 (Atlas Activity ID)</b>	Enhanced skills and capacity among municipal communities and authorities in applying innovations to increase the living standards of the population	Start Date: month 28 End Date: month 48
<b>Purpose</b>	Local civil servants are responsible for designing local development strategies, allocating resources and reporting to local communities; however, without relevant experience or expertise, there is limited capacity to effectively and efficiently perform newly mandated functions. Most local authorities do not operate according to a defined local development strategy. Local authorities have weak standards and procedures for engaging stakeholders in decision-making processes, thus there are very limited opportunities for citizens to provide input and influence local development planning/budgeting and implementation. Many authorities function on an <i>ad hoc</i> basis, focusing resources on addressing day-to-day problems as they arise. Therefore the project is aiming to provide opportunities for municipal authorities to improve interactions with citizens as well as apply modern technologies in provision of public services.	
<b>Description</b>	Municipal councils and administrations get an exposure to the best innovative governance practices and technologies. Social accountability mechanisms, forms of the participatory decision-making, innovative ways to provide and monitor provision of public services to the population exercised by local governments will help to ensure sustainability of community-led development. Information about innovative models of municipal governance is provided to all participating municipalities. Following information campaigns and a number of trainings, call for proposals from municipalities is announced to support the implementation of innovative governance practices.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Based on survey results, notable improvement of quality of municipal services	Survey results	June 2016
At least half of municipalities are implementing additional innovative governance practices following initial support from CBA	Councils' decision collected and compiled by project team	June 2016

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#### **IV. 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 Standard Basic Assistance Agreement (SBAA) of 3 June 1993 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".

Annex – 1  
**ToR of Steering Committee**

The Steering Committee of the CBA Project is established in accordance with the "Project Document for CBA-II" as per Agreement between European Union and UNDP.

1. The Committee will be formed by representatives of the following institutions:
  - a. The Ministry of Economic Development and Trade
  - b. Secretariat of Cabinet of Ministers
  - c. The Ministry of Regional Development, Buildings and Housing
  - d. The Ministry of Social Policy
  - e. The Ministry of Agrarian Policy and Food (Department of Rural Development)
  - f. The Ministry of Infrastructures
  - g. The Ministry of Health
  - h. The Ministry of Environmental and Natural Resources
  - i. The Ministry of Education, Science, Youth and sport
  - j. The National Agency of Ukraine for Efficient Use of Energy
  - k. The State Fund of Local Self-Government of Ukraine
  - l. The Ukrainian Association of Local and Regional Authorities of Ukraine
  - m. The Association of Cities of Ukraine
  - n. The Association of Small Towns of Ukraine
  - o. The Association of Village and Settlement Councils
  - p. United Nations Development Programme, Ukraine
  - q. European Union Delegation Office, Ukraine

Should the need arise, representatives of other institutions, organizations and enterprises can be invited to participate in the CBA Steering Committee.

2. In compliance with main goal of CBA-II, the Steering Committee will:
  - Advise and provide guidance on project implementation;
  - Provide advice on ways to correlate Project activities with relevant state policies so as to tackle local development challenges;
  - Review Project progress and ensure consistency and coordination of measures supported under the Project
  - Endorse Annual Work Plans of the Project;
  - Coordinate and facilitate the participation of line ministries, relevant government and non-government agencies
  - Ensure that regional and local authorities are duly informed about the Project and fully authorized to participate.
  - Assist in elaboration of draft legislation and other documents related to Project implementation and its coordination with relevant state programmes; preliminarily reviews such documents.
3. The Steering Committee is entitled to:
  - Hear regular reports on Project implementation;
  - Give endorsement to Annual Work Plans of the Project;
  - Provide recommendations for improvement of Project implementation;
  - Charge its members with assignments related to drafting of relevant legislation;
  - Involve experts from governmental agencies and local authorities, upon consent of their superiors;
  - Issue recommendations to local executive and elected institution as per implementation of the Project.
4. The Steering Committee is co-chaired by a Chairperson who is appointed by the Delegation of the European Union and UNDP in Ukraine on a rotation basis.
5. Regular meetings of Steering Committee are held as frequently as needed and at least once a year.
6. Meetings are chaired by Chairperson.
7. Decisions of Steering Committee taken within the limits of its competences have a nature of a recommendation and are obligatory for the review by local governments, as well as other enterprises, institutions and organizations.

Organizational, information, technical and financial support to the activities of Project Steering Committee is provided by the CBA Project. Project Management Unit acts as Secretariat of the Steering Committee.

Annex – 2  
**Description of the Action**

Document Attached Separately

Annex – 3

**Risk Log: Monitoring of Identified Risks**

Project Title: Community Based Approach to Local Development III			Award ID:		Date:				
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted/ updated by	Last Update	Status
1	Changed elected/ government officials are not open to adopt CBA methodologies and are inclined toward centralization;	Dec 2013	Financial	Implementation schedule of the Project might be negatively affected Probability on scale 1-5: 1 Impact on scale 1-5: 1	Share success stories of CBA I and CBA-II, promotion of direct contacts between communities (highlighting the CBA best practices, peer-to-peer learning, effective functioning of LDFs and OCCs);	Project Manager			
2	Low interest of homeowners to create ACMBS;	Dec 2013		Implementation schedule of the Project might be negatively affected Probability on scale 1-5: 2 Impact on scale 1-5: 2	Well organized information campaigns;	Project Manager			
3	Lack of interest of ACMBS to apply and implement comprehensive technical solutions;	Dec 2013		Implementation schedule of the Project might be negatively affected Probability on scale 1-5: 2 Impact on scale 1-5: 2	Careful design of proposed packages – attractive and affordable,	Project Manager			
3	Recovery from national or global financial crisis affects the revenue collection of budgets at all levels, thus limiting local co-financing possibilities	Dec 2013	Financial	Delay may occur in completion of community projects Probability on scale 1-5: 2 Impact on scale 1-5: 1	Review co-financing arrangements for micro-grants, if necessary	Project Manager			

