

## United Nations Development Programme

Country: Ukraine

## Project Document

<b>Project Title:</b>	Improving local capacity to promote and sustain entrepreneurship and SMEs development in Chernobyl affected territories by transferring best practices and experience of using smart instruments for boosting business
<b>UNDAF Outcome(s):</b>	Partnership Framework Thematic Area 1 "Sustainable Economic growth and poverty reduction"— Outcome 1: New economic opportunities created particularly in the small and medium business sector as a result of enabling improvements in the business and investment environment, improved skills and better utilization of Ukraine's scientific and innovation potential
<b>Expected CP Outcome(s):</b>	Reduction of poverty in rural areas through socio-economic development activities (Outcome 2)
<b>Expected Output(s):</b>	Enhanced local capacities in selected areas to effectively use the available business support instruments
<b>Implementing Partner:</b>	UNDP
<b>Responsible Parties:</b>	UNDP

## Brief Description

The proposed project aims to stimulate the creation of SMEs in Chernobyl affected areas by strengthening the local business support through provision of comprehensive information services, knowledge transfer and skills development. The specific Project objectives are: (i) streamlining access to business support information for local SMEs and micro enterprises through local information points; (ii) to promote cluster initiatives in Chernobyl affected areas; (iii) to support small business-oriented advocacy and promotion of entrepreneurship. The project is expected to improve the local capacity of 3 target municipalities in Zhytomyr oblast (Korosten', Ovruch, Luhyny) to promote and sustain entrepreneurship and SMEs development, including: provision of best national and international expertise to access local needs and gaps in SMEs support services; set up and support of the information and consultancy points (centers) providing comprehensive advice and assistance to local entrepreneurs; knowledge transfer on existing business opportunities; development of cluster initiatives; strengthening economic ties with Poland etc.

<b>Programme Period:</b>	2012-2016	<b>Total resources required:</b>	\$100,000.00
<b>Key Result Area (Strategic Plan):</b>	Reducing Poverty and MDGs	<b>Total allocated resources:</b>	\$100,000.00
<b>Atlas Award ID:</b>		• Donor :	
<b>Start date:</b>	October 2014	Government of Poland	\$100,000.00
<b>End Date:</b>	December 2015	• Other:	
<b>PAC Meeting Date:</b>	22.10.2014	◦ PARP	\$100,000.00
<b>Management Arrangements:</b>	DIM	(parallel funding)	

Agreed by State Service for Regulatory Policy  
and Entrepreneurship Development of Ukraine:

Agreed by UNDP:




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## **I. SITUATION ANALYSIS**

### **1.1. Background**

Ukraine now is going through a historic transition attempting to put a term to chronic economic vulnerabilities, external dependencies and years of inadequate public management, and lay basis for future sustainable development. Ukrainian economy is now facing unprecedented challenges, which need to be addressed quickly and efficiently.

The role of small and medium businesses in this process is crucial. Small businesses are a critical component of and major contributor to the strength of local economies. Small businesses present new employment opportunities and serve as the building blocks of the larger economic agents.

However, Ukraine is a country with challenging business environment for small and medium enterprises (SMEs). Only around 10% of GDP is produced by SMEs, whereas in developed market economies this figure exceeds 50%. There are excessive regulations and inconsistencies in the norms and requirements governing SMEs; administrative set-up and business support structures are weak; specialised services for SME competitiveness, innovation, product development and export promotion are limited; and entrepreneurial culture and legal awareness and relevant knowledge among entrepreneurs are poor.

Development of a competitive, high added value and innovative SME sector is crucial for successful economic growth and prosperity of wider strata of population in Ukraine. SMEs make the economy flexible and strong, and bring it closer to the needs of individual consumers. SMEs play an important social role as they create new jobs and provide a source of income for large groups of the population.

Stimulating growth of local small businesses is therefore an important part of the local socio-economic development agenda, as well as post-Chernobyl recovery of the affected regions of Ukrainian Polissya. Given the strong association between poverty alleviation, environmental degradation and sustainable development, it is clear that dimensions of regional development will improve, if the economic indicators in Chernobyl affected regions improve allowing people to enjoy a stable and higher disposable income.

Historically the development of the SMEs has not been among the main priorities of the Ukrainian Government. Therefore, donor assistance in the area of SMEs development has been rather modest compared to the assistance provided in the other development areas. With the economic crisis the status quo has changed and the Government started realizing the untapped potential of the SME sector as a driver of sustainable economic growth and a contributor to the social development of the country. The simplification of business registration/termination procedures as well as optimization of permits/licensing system and public-private partnership are highlighted as key elements of a conducive business environment.

However, there is a lack of practical instruments in place to support local business incentives. SMEs support structures can be regarded as immature. Ukraine's environment is not yet sufficiently developed to provide the necessary stimuli and backbone for the private sector growth, which is especially true for Chernobyl affected regions.

### **1.2. Pilot Area**

Even 28 years after Chernobyl accident, the population of the affected areas faces a lot of developmental challenges. In recognition of these challenges, the UN Action plan on Chernobyl to 2016 has been endorsed back in 2008 and provides a practical framework for implementation of the Decade of Recovery and Sustainable Development for the Affected Regions. UNDP takes the lead in the development efforts as it has assumed responsibility for UN-wide coordination of Chernobyl issues since 2004 with a shift in strategy from humanitarian assistance to development aid. The strategy includes, inter alia, the goal of improving the climate for business and private-sector development (including support to small and medium-sized enterprises).

The project is proposed to cover the affected rayons of Zhytomyr oblast. The key project pilot area will be a relatively well-developed industrial Korosten' municipality and Korosten' rayon serving as a hub for the neighboring municipalities (Ovruch and Luhyny).

Korosten' is the largest town in the core Chernobyl-affected territories with a population of about 65,000 people. Korosten' accommodates 20 big industrial and about 1,000 small businesses, set

up over the past ten years. More than one hundred of these are involved in foreign trade. In total there is about 3500 persons registered as private entrepreneurs. There is also an industrial park established on 230 hectares of industrial estate (in place of a former airfield) with the necessary utilities and infrastructure, waiting for investors. The mayor's office is over 15 years actively working on the development and "rebranding" of the region from the "victims" to the leaders among the small cities of Ukraine.

Ovruch is an ancient town in Polissya near the border with Belarus with a population of about 17,000 people is an administrative center of Ovruch rayon – one of the biggest rayons in Ukraine per its territory. Ovruch rayon accommodates 18 industrial plants, incl. stone processing plants, wood processing, dairy and canning plant. According to the local statistics, there are 18 small enterprises, 4 medium-sized enterprises and 311 entrepreneurs per 10,000 of population in Ovruch rayon. In the town of Ovruch 1870 persons are registered as entrepreneurs.

Luhyny is a small town with a population of about 5,000 people, administrative center of agricultural Luhynsky rayon.

All these towns are situated nearby and have a good potential for small businesses development that makes the choice of the pilot locations rational.

Currently some business support services at the pilot municipalities are split between several municipal departments, some are not provided at all. For example, administrative service center at municipality serves as a united registration office; tax administration provided target advisory support on tax issues and tax reporting for the local entrepreneurs; municipal employment service provides consultations and professional orientation for the unemployed, incl. those who decided to become entrepreneurs.

However, there is still lack of informational and consultancy support both for the newly registered and well-established business, for example, about the market situation, possible synergies, business opportunities, start-up peculiarities and many-many other issues.

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## **II. STRATEGY**

### **2.1. Project Objectives and Activities**

The proposed project aims to stimulate the creation of SMEs in Chernobyl affected areas by strengthening the local business support through provision of comprehensive information services, knowledge transfer and skills development.

The goal of the project is to promote entrepreneurship and enterprise creation and growth in Chernobyl affected territories through enhancing local capacities to effectively use the available business support instruments.

In order to achieve this, the project will be pursuing the following activities:

**ACTIVITY 1:** Streamlining access to business support information for local SMEs and micro enterprises through local information points, including:

- Accessing needs and knowledge gaps for the existing information points;
- Sharing best Polish experience in provision informational support services to SMEs;
- Getting knowledge on EU legislation covering export/import issues;
- Supporting the information points' networking;
- Learning on the doing business in Poland.

**ACTIVITY 2:** Stimulating cluster initiatives in Chernobyl affected areas, including:

- Sharing experience of clusters functioning in Poland;
- Support to the inception stage of clusters' development (setting objectives, initial documents preparation etc.);
- Identification of potential Coordinators of cluster incentives,

- Study visits to Poland aimed at learning how to manage and develop successful clusters and cluster initiatives (for potential cluster participants) as well as ways of supporting cluster initiatives on a local level (local authorities);
- Matching potential cluster participants with appropriate cluster organizations in Poland with the aim of stimulating the exchange of best practices and well as creating economic ties.

**ACTIVITY 3:** Establishment of SMEs-oriented multi-sectoral platform for stakeholders' consultations and advocacy campaigning including:

- Development of region-specific advocacy target after consultations with local stakeholders (driven by small enterprises and local governments);
- Organizing an advocacy campaign and open public discourse on local small businesses' achievements and challenges;
- Producing recommendations on improving local capacities to promote SMEs development.

Project activities will include: Business-as-usual survey, knowledge transfer, experience sharing, study visits, hand-on trainings and partnership development support for the local government and SMEs of Chernobyl affected territories.

Project activities will also include small business-oriented advocacy, communication and social mobilization (ACSM) aimed at establishment of small business-oriented multi-sectoral platform for stakeholders' consultations and advocacy campaigning.

Expected project results are as follows:

1. Fully operational local information points providing comprehensive advice and extensive support to entrepreneurs.
2. Enhanced capacity of the local government to promote SMEs development.
3. Enhanced knowledge of existing business opportunities by the local SMEs.
4. Development of cluster initiatives at Chernobyl affected territories.
5. Pro-active and flexible small business-oriented advocacy, communication and social mobilization (ACSM) vehicle, based upon constructive dialogue, mutual interest and practical results.
6. Strengthened economic ties with Poland.

## **2.2. DONOR COOTRDINATION**

The project will be implemented in collaboration with the Polish Agency for Enterprise Development (PARP) that possesses necessary expertize and able to share best Polish practices. PARP has received parallel financing from the Ministry of Foreign Affairs of Poland for the project implementation.

The proposed project is complimentary to the recent UNDP initiative, supported by the Government of Poland, tackling environmental issues as a part of the sustainable development efforts at Chernobyl affected territories focused on changing attitude towards awareness, effective planning and managing for the development and recovery of the rayons as opposite to the dependency and "victim's" syndrome mentality of the population.



### III. RESULTS AND RESOURCES FRAMEWORK

UNDAF Outcome(s):	Partnership Framework Thematic Area 1 "Sustainable Economic growth and poverty reduction" – Outcome 1: New economic opportunities created particularly in the small and medium business sector as a result of enabling improvements in the business and investment environment, improved skills and better utilization of Ukraine's scientific and innovation potential Outcome indicators: Share of small and medium enterprise in GDP; Number of businesses winding down within the first year of operation and number of years required; Share of women entrepreneurs, percentage			
Expected CP Outcome(s) (Those linked to the project and extracted from the CP)	Outcome 2: Reduction of poverty in rural areas through socio-economic development activities Outcome indicator: Number of jobs created in rural areas including in the agricultural sector per year.			
Expected Output(s): (Those that will result from the project)	Enhanced local capacities selected areas to effectively use the available business support instruments			
INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<b>Output 1: Enhanced local capacities selected areas to effectively use the available business support instruments</b> <b>Indicator 1:</b> Number of fully operational information points in Chernobyl affected areas <b>Baseline:</b> 0	Year 2015  <b>Target 1:</b> Fully operational information point(s) providing comprehensive advice and extensive support to entrepreneurs.	<b>Activity 1. Streamlining access to business support information for local SMEs and micro enterprises</b> 1.1. Assess needs and knowledge gaps for the existing business support facilities (information points). 1.2. Share best Polish experience in provision informational support services to SMEs. 1.3. Improve technical capacity of information points (provide necessary office equipment) 1.4. Strengthen capacity of existing information points for provision of business consultancy services (train information point's personnel). 1.5. Create local information points' network (creation of a web portal).	UNDP	<b>Total: \$ 100,000</b>  National expertise: \$ 33,700 Exposure/knowledge transfer events/trainings: \$ 22,880 Equipment for information points: \$ 13,500 Web-portal development: \$ 10,000 Printing costs: \$ 2,700 Interpretation/translation costs: \$ 3,000 Travel costs: \$ 4,700 Monitoring activities: \$ 1,600 Miscellaneous: \$ 510 UNDP F&A: 7,410
<b>Indicator 2:</b> Developed cluster initiatives at Chernobyl affected areas <b>Baseline:</b> 0  <b>Indicator 3:</b> Enhanced capacity of the local government to promote	<b>Target 2:</b> At least one cluster initiative is developed at Chernobyl-affected areas  <b>Target 3:</b>	<b>Activity 2. Stimulating cluster initiatives in Chernobyl affected areas</b> 2.1. Provide support to the inception stage of cluster's development (setting objectives, documents preparation, legal advice). 2.2. Promote cluster cooperation between Ukraine and Poland (by matching potential cluster participants with appropriate cluster organizations in Poland with the aim of stimulating the exchange of best practices and well as creating		

SMEs development (number and nature of advocacy events/activities) Baseline: 0	Established pro-active and flexible small business-oriented advocacy, communication and social mobilization (ACSM) vehicle.	economic ties).  <b>Activity 3. Establishment of SMEs-oriented multi-sectoral platform for stakeholders' consultations and advocacy campaigning</b> 3.1. Develop region-specific advocacy target after consultations with local stakeholders (driven by small enterprises and local governments) 3.2. Organize an advocacy campaign and open public discourse on local small businesses' achievements and challenges. 3.3. Produce recommendations on improving local capacities to promote SMEs development		
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## ANNUAL WORK PLAN

Year: 2014

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<b>Output 1: Enhanced local capacities selected areas to effectively use the available business support instruments</b>	<b>Activity 1. Streamlining access to business support information for local SMEs and micro enterprises</b> 1.1. Assess needs and knowledge gaps for the existing business support facilities (information points). 1.2. Share best Polish experience in provision informational support services to SMEs. 1.3. Improve technical capacity of information points (provide necessary office equipment)					UNDP	30000 / Government of Poland	71300-Local Consultants 71600-Travel 72800-Information Technology Equipment 74200-Audio Visual & Print Prod Costs 74500-Miscellaneous 75100-Facilities Administration 75700-Training, Workshop & Conference	\$ 9,500 \$ 5,560 \$13,500 \$ 1,000 \$ 255 \$ 2,865 \$ 6,000
<b>Targets:</b> Consultations launched & needs assessed - by end 2014; technical capacity of information point(s) improved; region-specific advocacy								<b>Activity total</b>	

[illegible]

Year: 2015

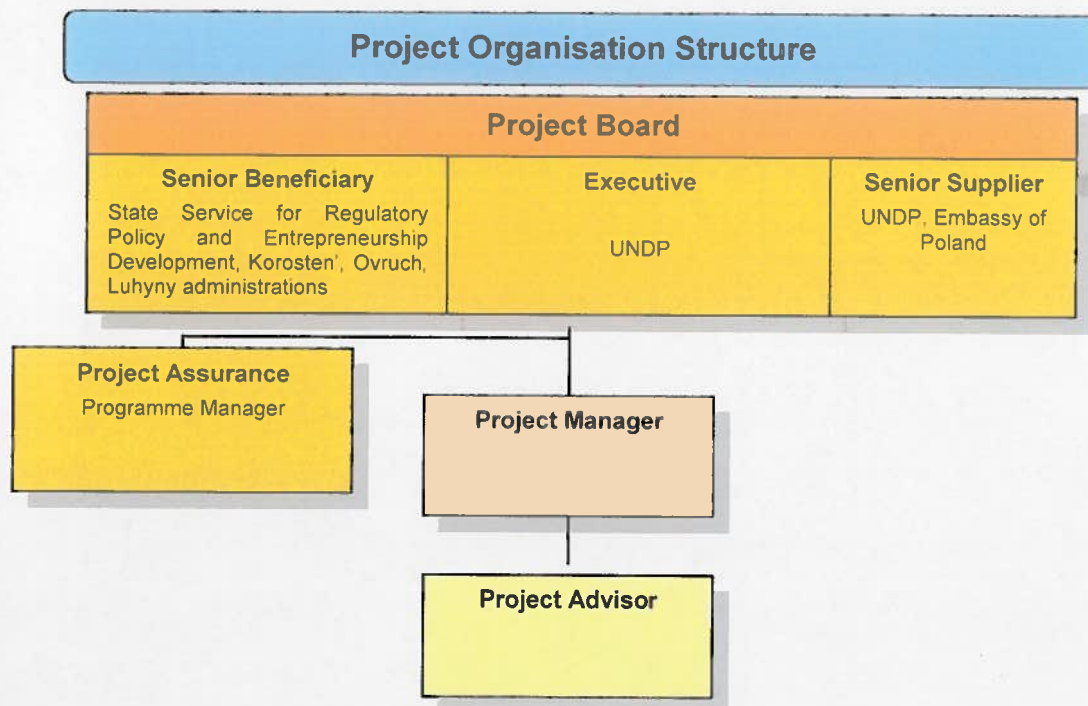
EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: Enhanced local capacities selected areas to effectively use the available business support instruments	Activity 1. Streamlining access to business support information for local SMEs and micro enterprises  1.1. Share knowledge on EU legislation covering SMEs	X	X	X	X	UNDP	Government of Poland	71300- Local Consultants	\$11,600
								71600 – Travel	\$ 6,860
		X			X			72100- Contractual services-Companies	\$ 7,000
							72800- Information	\$ 3,000	



Targets:	activities, incl. export/import issues.							Technology Equipment		
Fully operational information point(s) providing comprehensive advice and extensive support to entrepreneurs;  At least one cluster initiative is developed at Chernobyl-affected areas;  Established ACSM vehicle at Chernobyl affected areas.	1.2. Strengthen capacity of existing information points for provision of business consultancy services (Provision of trainings for information points' personnel)	X	X					74200-Audio Visual & Print Prod Costs	\$ 2,500	
	1.3. Creation of local information points' network (development of a web-portal)	X	X					74500-Miscellaneous & 75100-Facilities Administration	\$ 255 \$ 2,978	
								75700-Training, Workshop &Conference	\$ 6,000	
	<b>Activity 2. Stimulating cluster Initiatives in Chernobyl affected areas</b>	X	X					<b>Activity total</b>	<b>\$40,193</b>	
Related CP outcomes:  Outcome 2: Reduction of poverty in rural areas through socio-economic development activities	2.1. Provide support to cluster's start-up and cooperation with Polish counterparts.		X				UNDP	71300- Local Consultants 71600 – Travel 75100-Facilities & Administration	\$1,000 \$1,280 \$ 183	
								<b>Activity total</b>	<b>\$ 2,463</b>	
	<b>Activity 3. Establishment of SMEs-oriented multi-sectoral platform for stakeholders' consultations and advocacy campaigning</b>		X	X				UNDP	71300- Local Consultants 71400 -Contractual Services Individuals	\$ 2,000 \$ 2,000
		3.1. Organize open public discourse on local small businesses' achievements and challenges.	X						74200-Audio Visual & Print Prod Costs	\$ 1,200
3.2. Organize advocacy campaigning at various levels, empowered by advocacy capacity building efforts.								75100-Facilities & Administration	\$ 544	
3.3. Produce recommendations on improving local capacities to promote SMEs development.			X	X				75700-Training, Workshop &Conference	\$ 1600	
								<b>Activity total</b>	<b>\$ 7,344</b>	
TOTAL									UNDP	\$50,000



#### IV. MANAGEMENT ARRANGEMENTS



**Implementing Partner:** State Service for Regulatory Policy and Entrepreneurship Development of Ukraine will be an Implementing Partner. State Service makes an ideal partner as it is one of the leading institutions within the Government of Ukraine which is responsible for SME development.

**Project Board:** The Project Board is responsible for making, on a consensus basis, management recommendations for a project when guidance is required by the Project Manager. Particularly, the Project Board will have the responsibility to review/endorse project documents and revisions thereto, annual work plans, quarterly and annual project reports.

This Board contains three roles:

- Executive representing the project ownership to chair the group. For this project the State Service for Regulatory Policy and Entrepreneurship Development of Ukraine will assume the role of Project Board Executive.
- Senior Supplier role to provide guidance regarding the technical feasibility of the project. This role will be assumed by UNDP and Embassy of Poland.
- Senior Beneficiary role to ensure the realization of project benefits from the perspective of project beneficiaries (those who will ultimately benefit from the project). This role will be performed by designated representatives of the target Municipalities (Korosten', Ovruch and Luhyny).

To discuss strategic issues of the Project activities and impact, and to ensure that best available international and national expertise is given due consideration in formulation of the project strategy, the Project Board may decide to invite to its meetings other stakeholders.

**Project Assurance:** 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. This role will be performed by a UNDP Ukraine Programme Officer.

**Project Manager:** 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 Advisor:** The Project Advisor will provide expertise/advisory services on building capacities of Chernobyl affected municipalities in strengthening support to SMEs and entrepreneurship.

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## V. MONITORING FRAMEWORK AND EVALUATION

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

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- 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
- Donor monitoring and evaluation missions (within the project implementation cycle and at the project completion) can be carried out at donor's request, further presenting mission findings and recommendations to the Project Board.

### 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 of the project implementation, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

## Quality Management for Project Activity Results

<b>OUTPUT 1: Enhanced local capacities in selected areas to effectively use the available business support instruments</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<b>Streamlining access to business support information for local SMEs and micro enterprises</b>	<b>Start Date: Oct 2014 End Date: Dec 2015</b>
<b>Purpose</b>	To promote the SMEs development through set up of the Information support and consultancy centers (points) for entrepreneurs.	
<b>Description</b>	Support the local governments in promoting SMEs; Evaluate existing needs and gaps in the provision of information and consultancy services for entrepreneurs; Provide expertise and technical assistance in creation of BSOs; Provide training for the information points personnel.	
<b>Quality Criteria</b>		<b>Quality Method</b>
Availability of the factual evidence of improvement of the information support services for local entrepreneurs.		Analysis of the situation with information support services for entrepreneurs, incl. project monitoring activities, opinions of counterparts.
Feedback from the main partners		December 2015
<b>Activity Result 2 (Atlas Activity ID)</b>	<b>Stimulating cluster initiatives in Chernobyl affected areas</b>	<b>Start Date: Oct 2014 End Date: Dec 2015</b>
<b>Purpose</b>	To strengthen abilities of the local entrepreneurs to develop and realize cluster initiatives, as well as the capacities of local authorities to support the cluster initiatives.	
<b>Description</b>	Provide support to the inception stage of cluster's development (setting objectives, documents preparation, legal advice); Promote cluster cooperation between Ukraine and Poland (by matching potential cluster participants with appropriate cluster organizations in Poland with the aim of stimulating the exchange of best practices and well as creating economic ties).	
<b>Quality Criteria</b>		<b>Quality Method</b>
Availability of the factual evidence of making inputs into cluster initiatives development		Project monitoring activities, opinions of counterparts
Feedback from the main partners		At the end of project implementation activities
Interviews with the partners		At the end of project implementation
<b>Activity Result 3 (Atlas Activity ID)</b>	<b>Establishment of SMEs-oriented multi-sectoral platform for stakeholders' consultations and advocacy campaigning</b>	<b>Start Date: Oct 2014 End Date: Dec 2015</b>
<b>Purpose</b>	To strengthen abilities of the local authorities to promote and sustain the entrepreneurship.	
<b>Description</b>	Organize well-moderated consultations among local stakeholders, driven by small enterprises and local governments; Organize advocacy campaign; Provide necessary advise on promoting entrepreneurship at the local level.	
<b>Quality Criteria</b>		<b>Quality Method</b>
Availability of the factual evidence of making inputs into documents, plans, protocols, institutional changes within national and subnational policies, etc		Analysis of documents, conclusions of research and survey, project monitoring activities, opinions of counterparts
Feedback from the main partners		At the end of each project year; also upon completion of the main milestones
Interviews with the partners		Regularly, after completion of the concrete activity
<b>Activity Result 4 (Atlas Activity ID)</b>	<b>Promotion of health life style among youth</b>	<b>Start Date: 2012 End Date: 2016</b>



<b>Purpose</b>	To strengthen abilities of the state and civil society sector institutions to promote healthy life style	
<b>Description</b>	Capacity development of government and civil society organizations in effective planning, management and implementation of youth targeted programmes on healthy life style and HIV prevention; Advocate for healthy life style issues among youth through TV, radio, and other communication channels	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Availability of the factual evidence of making inputs into promotion of entrepreneurship at the target territories	Analysis of publications, project reports, project monitoring activities, opinions of counterparts	At the end of each project year.
Feedback from the main partners	Interviews with the partners	At the end of the project year.

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## V. 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".



## Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Lack of local capacity	September 2014	Operational	Lack of project implementation capacity of local public servants dealing with entrepreneurs and business development issues. P = 3 I = 4	Assess the typical needs and capacity gaps; held (or lead) continues consultations, information sharing and provide the selected local public servants with training.	Project Manager	Project manager	October 2014	no change
2	Difficulties with the local resource mobilization for information points creation	September 2014	Financial	Given the current difficult situation with the local budgets, there can be difficulties with the allocation of funds to support the creation of information points (incl. staff salaries, office ets). P = 3 I = 5	Look for the possible synergies with NGO sector, incl. existing facilities, involve local entrepreneurs and other partners potentially interested in the information points functioning.	Project manager	Project manager	October 2014	no change
3	Unfavorable environment for clusters creation	September 2014	Other	Low level of activity among entrepreneurs to develop cluster initiative resulted from the generally unfavourable legal and economic environment. P = 3 I = 5	Involve legal and other experts that might be required to support the creation of cluster initiative.	Project Manager	Project manager	October 2014	no change