

**THIRD-PARTY COST-SHARING AGREEMENT
BETWEEN THE MINISTRY OF FINANCE OF THE SLOVAK REPUBLIC (THE DONOR)
AND
THE UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)**

WHEREAS the Donor hereby agrees to contribute funds to UNDP on a cost-sharing basis (hereinafter referred to as “the Contribution”) for the implementation of the *Transformative Governance and Finance Facility II* Project (hereinafter referred to as “the Project”), as described in the Project document [Project no. 00107865 and title: Transformative Governance and Finance Facility II], and submitted to the Donor for information.

WHEREAS UNDP is prepared to receive and administer the Contribution for the implementation of the Project,

WHEREAS UNDP shall designate an Implementing Partner for the implementation of the Project (hereinafter referred to as the “Implementing Partner”),

NOW THEREFORE, UNDP and the Donor hereby agree as follows:

Article I. The Contribution

1. (a) The Donor shall, in accordance with the schedule of payments set out below, contribute to UNDP the amount of 3 million USD. The Contribution shall be deposited in the UNDP Istanbul Regional Hub (USD) account as follows:

Bank name: Bank of America
Address: 304 East, 45TH Street, Suite 478 New York NY 10017
Account No.: 375 217 4553
ACH Routing Number: 111000012
Wire Routing Number: 026009593
SWIFT: BOFAUS3N
Account holder: UNDP Istanbul Regional Hub

As per the following schedule of payments:

<u>Schedule of payments</u>	<u>Amount</u>
1.2 million USD	31 January 2018
1 million USD	31 January 2019
0.8 million USD	31 January 2020

(b) The Donor will inform UNDP when the Contribution is paid via an e-mail message with remittance information to contributions@undp.org, providing the following information: The Ministry of Finance of the Slovak Republic, UNDP Istanbul Regional Hub, [Project no. 00107865 and project title: Transformative Governance and Finance Facility II], donor reference (if available). This information should also be included in the bank remittance advice when funds are remitted to UNDP.

2. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of Project delivery.

3. UNDP shall receive and administer the payment in accordance with the rules, regulations, policies and procedures of UNDP.

4. All financial accounts and statements shall be expressed in United States dollars.

Article II. Utilization of the Contribution

1. The implementation of the responsibilities of UNDP and of the Implementing Partner pursuant to this Agreement and the Project document shall be dependent on receipt by UNDP of the Contribution in accordance with the schedule of payment as set out in Article I, paragraph 1, above. UNDP shall not start the implementation of the activities prior to receiving the Contribution or the first tranche of the Contribution (whichever is applicable).

2. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the Donor on a timely basis a supplementary estimate showing the further financing that will be necessary. The Donor shall use its best endeavours to make available to UNDP the additional funds required.

3. If the payments referred to in Article I, paragraph 1, above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 2 above is not forthcoming from the Donor or other sources, the assistance to be provided to the Project under this Agreement may be reduced, suspended or terminated by UNDP.

4. Any interest income attributable to the Contribution shall be credited to UNDP Account, retained by UNDP and shall be utilized in accordance with established UNDP procedures.

Article III. Administration and reporting

1. Project management and expenditures shall be governed by the rules, regulations, policies and procedures of UNDP and, where applicable, the rules, regulations, policies and procedures of the Implementing Partner.

2. UNDP shall provide to the Donor the following reports in accordance with UNDP accounting and reporting procedures.

- (a) From the UNDP Istanbul Regional Hub an annual status report of Project progress for the duration of this Agreement, as well as the latest available approved budget.
- (b) From UNDP Bureau of Management/Office of Finance and Administration, an annual certified financial statement as of 31 December every year to be submitted no later than 30 June of the following year.
- (c) From the UNDP Istanbul Regional Hub within six months after the date of completion or termination of this Agreement, a final report summarizing Project activities and impact of activities as well as provisional financial data.
- (d) From UNDP Bureau of Management/Office of Finance and Administration, on completion of the Project, a certified financial statement to be submitted no later than 30 June of the year following the financial closing of the Project.

3. If special circumstances so warrant, UNDP may provide more frequent reporting at the expense of the Donor. The nature and frequency of this reporting shall be detailed in an annex to this Agreement.

Article IV. Administrative and support services

1. In accordance with the decisions, policies and procedures of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery for *indirect costs incurred by UNDP headquarters and country office structures* in providing General Management Support (GMS) services. To cover these GMS costs, the Contribution shall be charged a fee equal to 8%. Furthermore, as long as they are unequivocally linked to the Project, all direct costs of implementation, including the costs of Implementing Partner, will be identified in the Project budget against a relevant budget line and borne by the Project accordingly.

2. The aggregate of the amounts budgeted for the Project, together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to the Project under this Agreement as well as funds which may be available to the Project for Project costs and for support costs under other sources of financing.

Article V. Evaluation

All UNDP Programmes and Projects are evaluated in accordance with UNDP Evaluation Policy. UNDP in consultation with the donor will jointly agree on the purpose, use, timing, financing mechanisms and terms of reference for evaluating a Project including an evaluation of its Contribution to an outcome which is listed in the Evaluation Plan. UNDP shall commission the evaluation, and the evaluation exercise shall be carried out by external independent evaluators.

Article VI. Equipment

Ownership of equipment, supplies and other properties financed from the Contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

Article VII. Auditing

The Contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules, policies and procedures of UNDP. Should the annual Audit Report of the UN Board of Auditors to its governing body contain observations relevant to the Contribution, such information shall be made available to the Donor by the UNDP Istanbul Regional Hub.

Article VIII. Completion of the Agreement

1. UNDP shall notify the Donor when all activities relating to the Project have been completed in accordance with the Prodoc.

2. Notwithstanding the completion of the Project, UNDP shall continue to hold unutilized funds from the Contribution until all commitments and liabilities incurred in implementation of the Project have been satisfied and Project activities brought to an orderly conclusion.

3. If the unutilized funds prove insufficient to meet such commitments and liabilities, UNDP shall notify the Donor and consult with the Donor on the manner in which such commitments and liabilities may be satisfied.

4. In cases where the Project is completed in accordance with the project document any funds below 5,000 USD (five thousand US Dollars) that remain unexpended after all commitments and liabilities have been satisfied shall be automatically reallocated by UNDP. Any funds above 5,000 USD

(five thousand US Dollars) that remain unexpended after all commitments and liabilities have been satisfied shall be reallocated by UNDP after consultation with the Donor.

Article IX. Termination of the Agreement

1. This Agreement may be terminated by UNDP or by the Donor after consultations between the Donor, UNDP and the programme country Government, and provided that the funds from the Contribution already received are, together with other funds available to the Project, sufficient to meet all commitments and liabilities incurred in the implementation of the Project. This Agreement shall cease to be in force 30 (thirty) days after either of the Parties have given notice in writing to the other Party of its decision to terminate this Agreement.

2. Notwithstanding termination of all or part of this Agreement, UNDP shall continue to hold unutilized funds until all commitments and liabilities incurred in the implementation of all or the part of the Project have been satisfied and Project activities brought to an orderly conclusion.

3. In cases where this agreement is terminated before Project completion any funds below 5,000 USD (five thousand US Dollars) that remain unexpended after all commitments and liabilities have been satisfied shall be automatically reallocated by UNDP. Any funds above 5,000 USD (five thousand US Dollars) that remain unexpended after all commitments and liabilities have been satisfied shall be reallocated by UNDP after consultation with the Donor.

Article X: Notice

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

- (a) To the Donor: Martina Kobilicova, Director General for International Affairs,
Ministry of Finance of the Slovak Republic

Address: Ministry of Finance of the Slovak Republic
Štefanovičova 5
817 82 Bratislava, Slovak Republic

- (b) Upon receipt of funds, UNDP shall send an electronic receipt to the Donor email address provided below as confirmation that the remitted funds have been received by UNDP

Donor email address: martina.kobilicova@mfsr.sk

Attention: sona.gabcova@mfsr.sk and tatiana.zilkova@mfsr.sk

- (c) To UNDP: Rastislav Vrbensky, Deputy Regional Director, UNDP Regional Bureau for Europe and CIS

Address: United Nations Development Programme Istanbul Regional Hub
Regional Bureau for Europe and the CIS
Key Plaza, 10th floor, Abide-i Hürriyet Cd. İstiklal Sk. No/11
Şişli, 34381, Istanbul, Turkey

Article XI. Amendment of the Agreement

This Agreement may be amended through an exchange of letters between the Donor and UNDP. The letters exchanged to this effect shall become an integral part of this Agreement.

Article XII. Entry Into Force

This Agreement shall enter into force upon the signature of this Agreement by the parties hereto, on the date of the last signature.

IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have signed the present Agreement in the English language in two copies.

For the Donor:

For the United Nations Development Programme:

Peter Kažimír

Rastislav Vrbenský

Minister of Finance of the Slovak Republic

Deputy Regional Director
Regional Bureau for Europe and the CIS

(Date)

(Date)



Empowered lives.
Resilient nations.

PROJECT DOCUMENT

Regional Project

Project Title: Transformative Governance and Finance Facility II

Project Number:

Implementing Partner: UNDP Istanbul Regional Hub for Europe and the ECIS

Start Date: 1 January 2018 **End Date:** 31 December 2020

Virtual LPAC date: 07 December 2017

Brief Description

This project is based on a long and rich experience that the Slovak Republic as donor and UNDP have accumulated over the course of the past decade. Since early 2000s, UNDP’s partnership with the Slovak Republic has been the largest initiative with an emerging donor in the region, consisting of three elements: supporting ODA delivery and capacity building through the Slovak-UNDP Trust Fund; supporting public finance management reforms in partner countries through the Public Finance for Development Programme and more recently, the Transformative Governance and Finance Facility.

This project is a continuation of UNDP’s partnership with the Ministry of Finance of the Slovak Republic in support of the Slovak priorities in development cooperation. As such the project will specifically lead to achieving the following key outputs a) New technologies, data and engagement of citizens are used to improve governance and development outcomes; b) Collaborative platforms are utilised at the regional and national level to drive innovative solutions to development challenges; and c) Effectiveness of development interventions is strengthened and enhanced through alternative finance mechanisms. Among geographic priorities in the region, the facility will ensure presence throughout the ECA region.

Contributing Outcome, Regional Programme 2018-2021 RP OUTCOME 1: Accelerating structural transformations through more effective governance systems Indicative Output(s) with gender marker: 1 Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders.	Total resources required:	USD 2,999,160		
	Total resources allocated:	USD 2,999,160		
		UNDP TRAC:		
		Donor:	Slovak Republic	
		Government:		
		In-Kind:		
	Unfunded:			

Agreed by (signatures):

Government	UNDP
	Rastislav Vrbensky Deputy Assistant Administrator and Deputy Regional Director for Europe and the CIS
Date:	Date:

I. DEVELOPMENT CHALLENGE

The initiative “**Transformative Governance and Finance Facility II** “ (TGFF II) is grounded in the 2030 Agenda for sustainable development, the [UN Data Revolution report](#), UNDP’s Strategic Plan 2018–2021, and UNDP’s ongoing work to address the challenges in the Europe and Central Asia (ECA) region, including in partnership with the Slovak Government. **This initiative builds on the successes of and lessons learned from the first phase of the Transformative Governance and Finance Facility (2015–2017), and seeks to utilize new technologies, data and alternative finance mechanisms in support of achieving the Sustainable Development Goals (SDGs).**

Political, social and economic challenges abound in the ECA region. With weak public institutions, slow reform processes and [shrinking civic space](#), societies in the region are undergoing a period of disillusionment with the transition process, weakening of state-society relations, as well as exclusion of groups of people and climate change-related risks. Low commodity prices and shrinking remittances, prevalence of informality and unfinished economic reforms continue to impede development. Women and young people continue to be underrepresented in the political and economic life of the region: in some parts of the ECA region, youth unemployment is above 50%, and only 1 in 5 Members of Parliament is a woman.

The [global investment gap for achievement of SDGs](#) is 2.5 trillion annually, which is also mirrored in the ODA for the ECA region. Several organizations have already undertaken efforts to address this funding gap through creating a better understanding (and pilot testing) of alternative finance mechanisms. These include the Center for Global Development ([Innovative Financing for Development](#)), World Bank Group ([MOOC: Financing for Development](#)), and Nesta ([8 trends in alternative finance](#)). UNDP’s work in this field includes a 2012 discussion paper on [Innovative Financing for Development](#), establishment of the [Social Enterprise Facility](#), and setting up the [UNDP Alternative Finance Lab](#) and [Crowdfunding Academy](#) for the civic society and development.

Despite the proliferation of new and innovative technologies and finance models, countries in the region have not fully grasped their potential. The region is well-connected: Internet penetration in the region varies between highly connected countries (Azerbaijan at 81% and Moldova at 71%), and those with a big digital divide (Turkmenistan at 15%), whereas mobile penetration averages at 90%. However, weak capacities in institutions to leverage new technologies, data and innovative finance methods persist, along with a lack of understanding of incentives to drive reforms, and a limited agility at different levels of institutions. These constraints translate into an unharnessed digital revolution and poor availability and understanding of data – data, which could help address developmental challenges such as poor and inadequate basic services, [high level of pollution](#) and related health implications, and [continued marginalization of women](#).

The complexity and persistence of development challenges has generated demand for a different approach to development. The first phase of TGFF as well as other UNDP work in the region has demonstrated that these **challenging contexts have also been the breeding ground for the emergence of new actors and government innovators that are unfettered by bureaucratic challenges.** In Serbia, where youth unemployment is at 30%, [social impact bonds are being used to alleviate youth unemployment](#) by matching the skills that young people possess with the ones that are demanded by the labour market. Pilot initiatives, supported under TGFF [Phase I] have shown how data-driven approaches can result in [expanded legal aid](#) (Armenia), real-time insights on movement of people (Moldova), and micro-located air pollution (the former Yugoslav Republic of Macedonia). Successful initiatives, across the region, in the first phase were contingent upon the drive and support of changemakers. In the majority of cases, these initiatives depended on the drive and support of changemakers within and without the public sector. Georgian partner for the [Ministry of Data](#), ForSet, and networks like the Digital Communication Network, that spans across the Black Sea region, present a new wave of civil society organizations that seamlessly merge technology,

collaborative principles and advocacy. A number of alternative finance mechanisms in exploratory phase have indicated possibilities to transfer remittances by [using digital assets \(in Tajikistan\)](#), to use crowdfunding in [leverage financing for SMEs](#) in over 20 campaigns, and to do preventative finance through [forecast-based finance for floods, as in Bosnia and Herzegovina](#).

II. STRATEGY

The theory of change that underpins this initiative is as follows:

If alternative finance models and participatory data driven approaches are mainstreamed in societies in the Europe and Central Asia region, then people will be empowered to make better decisions, become more involved in and exercise influence on reforms, which is likely to lead to the expanded civic space, better governance and improved development outcomes as framed in the SDGs.

This initiative builds on the accomplishments, tools and lessons learned stemming from TGFF [Phase I]. It will focus on expanding data-driven approaches, introducing new technologies and rolling out alternative finance mechanisms, and will target countries where demand and high potential for impact is demonstrated. It will have a specific focus on countries in the Western Balkans (e.g. Albania, The Former Yugoslav Republic of Macedonia, Serbia, Kosovo¹), the Black Sea region (Georgia, Ukraine and Moldova), and also on Central Asia (e.g. Kyrgyzstan, Uzbekistan and Kazakhstan). It will:

- Involve a wide range of partners, institutions, civil society, Slovak NGOs and private sector, organizations working with data, academia, hybrid outfits and international organizations;
- Support innovative data generation and use to strengthen state-society relationships, good governance, improve service delivery and boost sustainable development; facilitating citizen-driven change in partner countries through new technologies;
- Create and grow forums for learning and sharing experiences within and between countries in the region, and codify the knowledge into lessons learned and good practices to be shared in the region and in international networks;
- Open up and prove new ways of leveraging finance and improving governance efficiency through use of alternative finance mechanisms.

The intervention proposed in this project is set within the framework of the Global Goals for Sustainable Development. Data as the lifeblood of development feeds into the different streams of the Global Goals. Its application is multi-faceted and cuts across all Global Goals, but is more strongly rooted in goals 1, 5, 6, 8, 9 11 and 16. Key themes which are featured in this proposal and are represented in the SDGs are:

- **Inclusive and peaceful societies:** Early evidence demonstrates the role that technology and data can play in improving the effectiveness and inclusiveness of decision-making, improving access to justice and the rule of law (16), reducing corruption (Goal 16, 16.5), developing accountable and transparent institutions at all levels (16.7), and ensuring public access to information and protection of fundamental freedoms, in accordance with national legislation and international agreements (16.10).
- **Governance and public service delivery:** Data-driven public services can improve access to and delivery of services for the most vulnerable groups, thus contributing to the fight against poverty (Goal 1, 1.4). New technologies and data analytics can mitigate the risks and pressures of the migration trend towards the cities globally, leading to better targeted service provision, including housing, transport, social services, security and sustainable urbanization, and higher

¹ References to Kosovo on this website shall be understood to be in the context of Security Council Resolution 1244 (1999).

responsiveness of city or local governments (Goal 11, 11.1, 11.2, 11.3). UNDP experience in Uzbekistan shows that data can improve management of water resources (Goal 6, 6.5).

- **Digital capacity building:** Data literacy and data driven solutions can enhance the use of enabling technology to promote the empowerment of women (Goal 5, 5b). Whereas in the global digital economy, digital capacity building for young people will drive innovation and employability of young people (Goal 8, 8.6).
- **Sustainability and innovation:** Use of nascent technologies supports global resource efficiency in consumption and production (Goal 8, 8.4). Fostering innovation (Goal 9) is foreseen throughout this proposal, leading to a significant increase in access to information and communications technology (9.c).
- **Inclusiveness:** In connected societies, as are those in the ECIS region, contextualized development and provision of digital tools, has catalytic potential on inclusiveness and ensuring that no one is left behind. While there is still much to be done in the region to ensure digital literacy and access, these tools can help overcome social, economic and political barriers to foster inclusion of all, irrespective of their economic status, age, sex, disability, race, ethnicity, origin and religion (10.2).

The overall objective of this initiative is:

Development, and in particular governance, outcomes in the region are improved, in furtherance of achieving the SDGs, by empowering various groups within and outside the public sector to leverage new technology, data and alternative finance mechanisms.

To help achieve this objective, the project will over the course of three years, provide support to the governments in the region in fulfilling three key outputs:

1. New technologies, data and engagement of citizens are used to improve governance and development outcomes.
2. Collaborative platforms are utilized at the national and regional level to drive innovative solutions to governance and development challenges.
3. Effectiveness of development interventions is strengthened and enhanced through alternative finance mechanisms.

The achievement of these outputs will be guided by recipient countries' needs, the SDGs and geographical priorities of Slovak ODA:

- Focus on South-eastern Europe, Eastern Europe and the Central Asia region;
- Create conditions for increased engagement of different stakeholders in development cooperation (civil society, private sector, academia, civic tech, multi-disciplinary outfits);
- Introduce comprehensive monitoring and evaluation framework;
- Enhance aid transparency in line with the Busan commitments in development cooperation effectiveness, IATI and raise support of public for SlovakAid activities.

Four trends are visible from the first phase: firstly, there is growing demand to integrate responsive and agile solutions, built upon the needs of citizens at the country level, even as infrastructure and resources are limited; secondly, practical, timely and innovative resources for open government and innovation based on experience are sparsely available; thirdly, citizens are keen to learn to harness new technology and respond positively to opportunities to contribute to the governance and

development of their communities; and lastly, alternative finance mechanisms are an effective measure to counter some of the resource pressures and to engage citizens.

The first phase of the project, implemented in a period of 20 months, served as a testing ground to understand what can be catalytic in the Europe and Central Asia context. The following lessons have been accumulated:

Country interventions

1. **Impact and Scalability:** Many client governments are in principle often supportive of new approaches but are reluctant to integrate them into ongoing processes and mainstream them in the government functions. What the application of alternative finance mechanisms showed was that, once successfully tested, new ways of doing things expand quickly through the region and easily build up in various more complex models – our experience with crowdfunding has been rapidly replicated and tested in over 20 countries; and led to the creation of partnerships with the most relevant global partners/platforms; and to various possible business models with external partners that make the best of UNDP presence on the ground.

Country-level pilots have demonstrated that innovative initiatives can be catalytic if they are linked to larger policy-making or reform processes (e.g. the digitization of the Serbian institutional bulletin intended to be scaled to 4000 institutions across government and is one of the commitments of the Open Government Partnership National Action Plan, and the Armenian project on expansion of legal aid is linked to the broader reform for openness in the justice system). In Phase II, we will thus seek fewer counterparts but focus more in-depth, create political space, build alliances with IFIs, and others who can help institutionalize the new approaches.

2. **Design and Capacities:** In the first phase of the project, UNDP ran a call for proposals for 12 country offices for project ideas with a focus on using data and design principles for problem-solving. The offices were required to undergo design-thinking exercises before submitting project ideas, and commit to an ideation workshop where 15 project ideas went through a reverse engineering process. Through organizing two Global Crowdfunding Academies, 20 different country offices were included, and they all provided their project ideas – which were later adopted in the work with external partners. In the second phase, the design phase of country level initiatives should take into account in choosing the initiatives to be funded (linked to point 1), but also enable the teams working on the initiatives to learn new skills.
3. **External Expertise:** External expertise has been especially useful in relation to technical support (data analytics, system specifications development, e.g. in Moldova), and targeted monitoring and evaluation (designing testing methodologies, trainings on ethnographic research, e.g. Armenia). Also, strong technical expertise can play a very important role in securing political buy-in, getting access to data and to identified tailor-made solutions (e.g. external experts have been key in generating innovative solutions to problems that policy-makers struggle with).
4. **Timeliness and accountability:** Country-level interventions require at least 1 year for implementation, if the ground-work is completed in advance. Also, clear governance structures of the project initiatives on the ground need to be determined from the beginning.

Regional initiatives

1. **Collaborative Platforms:** We have early evidence that both financial mechanisms and data can open up the civic space, make the business of governing cheaper and more effective, and

create new avenues for citizen engagement. The Ministry of Data, through TGFF, remains the only project, not only at UNDP, but at a regional level that enables collaboration between different sectors - government, civic tech activists and citizens - through the use of data, and that enables the government to outsource some of its analytical capacity to civil society. The regular Crowdfunding Academy draws participants with diverse backgrounds from around the world. The methodology of the challenge needs to be upgraded, based on lessons learned, to engage the private sector, to link up to broader processes/be mainstreamed into ongoing activities of institutions to ensure sustainability.

2. **Research and Development:** Clients in this region lack skills and knowledge of new trends and approaches to policy-making that could provide break-through solutions. The project has been a testing ground for a diversity of alternative finance initiatives (see: altfinlab.org) and data innovation projects (see: www.odecanet.org). The agile nature of the funding has allowed clients to identify emerging areas of interest, with high return on investment (the AltFin Lab has generated \$40 for each invested dollar). This Research and Development function should remain across all outputs of the project.
3. **Data Literacy:** Digital transformation and harnessing data is not only contingent on connectivity and availability of tools, but also on the capacity of users (government and non-government) to harness these new opportunities. The integration of the data journalism curriculum in universities around the region (Albania, Moldova, Kazakhstan, Kyrgyzstan) shows the demand for data literacy in the media sector. Similarly, civil society organizations, supported through the partnership with PONTIS Foundation in the Black Sea, region have all sought to improve their capacities to generate insights from data. This demonstrates the need to continue with the second phase in filling this demand.

III. RESULTS AND PARTNERSHIPS

A detailed strategy for 3 outputs of the project is presented below.

Output 1: New technologies, data and engagement of citizens are used to improve governance and development outcomes.

In this output, UNDP will take a two-pronged approach to scale successful initiatives and continue to identify and test in new and emerging areas through 1) **supporting user-centered projects that embrace open government principles** (transparency, accountability, technology, citizen engagement), and through 2) **prototyping and scaling** data innovation and digital products to support progress across SDGs (air pollution, environmental degradation, access to health etc.).

The spread of the open government movement across the region came as a result of geopolitical influences, political agendas, and, in some instances, due to organic multi-stakeholder will to open up and reform. **After an initial hype around open government, the region went through a trough, prompted by political volatility in many countries, and following limited democratic dividends for citizens.** However, the principles of open government are incorporated in the SDGs, and their practical application contributes to improving state-society relations through transparency, engagement and responsiveness: in Albania, [over 14,00 corruption complaints have been lodged to the government](#), of which over 6,000 have been resolved; implementing the open contracting [ProZorro](#) platform in Ukraine has saved the government of Ukraine \$300 million in the first year and increased trust in government; and in Georgia, open government efforts have contributed to significant efficiency gains, for both government and citizens, in public service delivery.

UNDP will build on the successes and lessons learned of TGFF [Phase I] – including on the methods, issues and solutions. Leaning into the Open Government Guidelines (developed in TGFF [Phase I]), UNDP will seek to support initiatives that cut across more than one SDG (such as participatory budgeting at the local level, which touches upon Goals 5, 11 and 16). The supported initiatives will need to: undergo a six-month project design phase, building off the [Project Cycle Hacker's Toolkit](#); demonstrate innovation and openness, and integrate inclusive and scalable approaches to responsive public service delivery, budgeting and data-driven decision-making. Successful projects from Phase I, with clear scalability potential beyond TGFF, will have an opportunity to get additional funding.

Beyond open government, **affordable and accessible technologies and low-cost data collection tools, are increasing the availability of data at an unprecedented rate and transforming all sectors.** The 2030 Agenda can thus be catalytic in distributing the benefits of the data revolution globally and especially to those most in need. New data, including big data, can be used to enhance awareness (e.g. [capturing population sentiments](#)), understanding (e.g. [crisis management in real time](#)), and/or forecasting (e.g. predicting human migration patterns). The benefits of using new data are well documented: providing more detailed, micro-located and timely information enables responsive decision-making. AidData and Stanford teamed up to use [daytime satellite imagery to estimate economic development](#) by looking at roads, farmland and waterways; the World Bank is looking at how machine learning and satellite [imagery can be used to estimate in real time the impact of economic investments in conflict areas](#), as well as measure the effects of economic downturns and, when complemented with official statistics, indicate the extent of informal economy. Companies like INRIX are looking [at data from traffic jams as proxy for economic growth](#), testing the assumption that more traffic jams is a result of more people going to work.

It is within this output, that UNDP will explore new opportunities in relation to artificial intelligence and application of new technologies in development. TGFF Phase II will test out cutting edge approaches and technologies in addressing complex development problems. These initiatives build on methods and results from ongoing pilots at the country level. Through piloting, the project will seek out to understand the applicability of cognitive technologies in solving problems in international development, and deduce the political, ethical and economic implications of their implementation; combine various data sources to generate quick and real-time insights into development problems, and develop tools and mechanisms which can help UNDP programme countries in rolling out and mainstreaming cutting edge programming.

To do so, UNDP will seek to partner with academic institutions (MIT Media Lab, Oxford Internet Institute) and leading practitioners in the area of data innovation and application of new technologies, deep learning/machine learning in the measurement and achievement of SDGs, especially through the application of systems thinking and user centered design, and provide financial on-demand support to country offices to pilot new approaches. Project results will be measured

Under this output, TGFF [Phase II]:

- Strengthen capacities of UNDP COs and national counterparts to co-create human-centered digital/data initiatives;
- Provide financial support for up to 2-3 initiatives to implement human-centered open government/digital transformation projects in areas such as anti-corruption (e.g. open contracting, open data), or service-delivery (e.g. use of real-time citizen feedback to design services);
- Explore, through 2-3 prototypes, how new and alternative data (e.g. crowd-sourcing, satellite imagery) can lead to real time insights to inform decision-making in key development areas such as urbanization, smart transport, climate change, crisis management, social services, inclusion of marginalized groups and others;

- Strengthen data literacy capacities of national counterparts, in at least 4 countries, to harness the potential of new data – focusing on political, legal and ethical aspects;
- Generate and manage knowledge on new and emerging areas, as well as open government initiatives in Europe and Central Asia, including in spaces with limited political accountability, as well as collaborate with other regions.

Initiatives under this output will have additional attention will on the business case for investment in prototypes, including but not limited to value for money analysis, identification of cost savings for all users, return on investment, and to improve the chances for scalability. Country offices will be required to develop an assessment of how the suggested interventions target marginalized and vulnerable communities in the proposals submitted to TGFF 2. In addition, prototypes developed for leveraging new and alternative data will prioritize addressing issues that disproportionately affect vulnerable communities.

Output 2: Collaborative platforms are utilized at the regional and national level to drive innovative solutions to governance and development challenges.

UNDP has a long-standing history of support to civil society development and civic engagement in this highly complex region. The overall benefits to people from **civil society activity in different forms across the region is immense**. UNDP has been particularly successful in working with civil society organizations on political participation, anti-corruption and institutional openness. The strength of UNDP lies in its convening power: bringing together diverse groups around solving common problems, be it air pollution or improving mobility in cities.

Going forward, the strategy for this output will seek to **create platforms for collaboration between civic actors, private sector and government**, by using innovative methods and applying a problem-solving approach, to harness capacity, creativity, knowledge and expertise from citizens, especially young and women technologists, to strengthen responsiveness, openness and efficiency of institutions, as well as to stimulate innovation and cross-sectoral collaboration with the private sector. Moreover, this output seeks to **strengthen civic actors to demand transparency and accountability**: to support civic actors and the media in harnessing the potential of data and new technologies to improve the quality of governance, and thus increase the effectiveness of civic actors.

Based on the early accomplishments of the Ministry of Data, and the increasing demand for generating use cases for the governments on the application of open data in different sectors, in Phase II, **Ministry of Data will serve as a platform for collaboration between different civic actors, private sector and government**. To do so, UNDP will progressively increase the number of countries included in the challenge, and develop two streams of the challenge: one focusing on private sector solutions and one focusing on civic tech solutions for governments, and strengthen the mentorship output for participating teams – in particular in areas related to resource mobilization/crowd-funding, entrepreneurship and advocacy/marketing. Attention will be paid to ensuring gender equality in the participation of teams in the challenge.

In the first year, the project will explore partnerships with the private sector, especially with that in Slovakia, which should be formalized by 2019 with a view to spinning off Ministry of Data sustainably. A precedent already exists from Ministry of Data in 2016, when a Croatian company, GDI, provided 4 prizes to the best applications. Partnership with the private sector may take a number of forms, including contribution with prizes, mentorship for the teams in entrepreneurship, or idea generation for key business issues that private sector companies face.

In 2017, [CIVICUS found](#) that just three percent of people live in countries where the rights to protest, organize and speak out are respected, protected and fulfilled. The majority of countries in the ECA region have either restricted or shrinking civic space. Building on Data Journalism Schools from TGFF [Phase I], the second phase will be looking at how data literacy skills can be transferred to

youth civil society organizations, with a particular focus on women and girls, and applied to advocating to the government on key social issues, including affecting budgetary discussions and access to services. The fellows and NGOs will be selected through a competitive process. The fellows will be obliged to complete a number of assignments during the fellowship, and work on a selected project with the NGO. Stemming from the work with the PONTIS Foundation, UNDP will support new civic actors in running small targeted initiatives to address pressing governance issues and provide mentorship.

Under this output, the project will:

- Review the impact and methodology of Ministry of Data, use the lessons learned from Phase I in designing a UNDP and MFSR CC-licensed methodology for running the challenge and develop a tailored approach to mentorship for participating and winning teams, with the view of building sustainable solutions;
- Engage with the private sector and other donors, to scale, spin off and sustain the Ministry of Data as the pioneering platform for cross-collaboration, in the development of cutting edge solutions to some of the region's most pressing development challenges;
- Convene spaces for policy dialogue on expanding civic space with civil society and young tech activists to build stronger coalitions and influence policy discourse at national and international levels; Support development of innovation tools by civil society actors to address anti-corruption, transparency and foster civic engagement.

Output 3: Effectiveness of development interventions is strengthened and enhanced through alternative finance mechanisms.

In an effort to explore the potential and feasibility of various alternative finance mechanisms both in Europe and Central Asia (as well as other regions), the Alternative Finance Lab (AltFin Lab) was established in the first phase of the TGFF project. The Lab was set to support (in)formal citizen and other groups, government partners, business and others who are willing to experiment with some of the emerging finance mechanisms. Through this output, the work of the Lab will be further promoted, moving from recognizing promising areas and pilot projects, to creating success stories and upscaling them to the regional level.

The work under this output will specifically focus on investing in and exploring both the innovation in **alternative financial mechanisms that provide new investment opportunities** (equity and lending crowdfunding, blockchain) as well as innovation in **financial mechanisms that align actors in new ways** that leverage each partner's unique strengths while also meeting their respective risk/return expectation and needs (social/development impact bonds, payment for results, smart remittances). The result will entail further developing and running a portfolio of experiments in the ECA region that will cover a variety of **AltFin** mechanisms in order to better understand their implications and the potential for financing public policies and development.

Alternative finance (AltFin) mechanisms can help leverage public funding to mobilize various new sources of investment (private and venture capital, P2P lending) for public policy, public services and reaching the SDGs, while at the same time re-aligning interests of various partners and creating new investment opportunities. Their potential ranges from reducing transaction costs of transferring remittances, leveraging private investment for social outcomes ([the impact investment market is expected to grow to \\$3 trillion in the coming years](#)), banking for 2.5 billion of those who do not have access to a bank account, and generating funds from unlikely and 'small' funders ([World Bank study shows that crowdfunding market is expected to grow to \\$100 billion by 2025](#)) for services. Equally

as important, UNDP finds alternative sources of financing emerging in developing countries as a mechanism for businesses and civil society to bypass the red tape (see this [analysis](#) that points to countries who do poorly on World Bank doing business score featuring SMEs who do extremely well with crowdfunding, where crowdfunding is a mechanism to bypass red tape) as well as the means to ensure financial inclusion of the most marginalized (new mechanisms such as [community based bonds](#), [mobile based micro investments in large infrastructural bonds](#), etc).

Governments' ability to strategically mobilize various sources of financing for development impact remains underutilized even though many around the world are dealing with fiscal crises and rolling back many essential services. This initiative can support achieving one of the two objectives of the Slovak development cooperation efforts (**support of democracy and good governance**) and pursuit of its all seven sectoral priorities. It can position Slovak government globally as the donor which is not only exploring but engaging with new financial models for development with the ultimate results of designing the new class of alternative financial mechanisms that can begin mobilizing resources to address the integrated SDG challenges and test various new models for going from funding-to-financing where public finances and ODA are means to leverage various other sources of capital toward social good.

So far through TGFF work has focused on setting up first prototypes for testing new AltFin mechanisms, with idea to enable scaling up of these activities as soon as the lessons learned from prototypes have been presented and communicated with partners. In order to keep track of the work and to help disseminate the messages and project results, a special website has been developed www.AltFinLab.org, as well as a community through Facebook page "Alternative Finance Lab".

This output will be achieved through two strategic steps, where:

- **the first step is perpetual R&D**; in a form of continuous designing and testing the most suitable tailored mechanisms for governments through finding and performing suitable pilot projects where a specific AltFin mechanisms can be tested (in at least 1-2 countries for testing each mechanism/model);
- **the second step is scaling up these mechanisms** across the region. This ensures maximizing results through leveraging various new mechanism/models previously tested; to maximize public finances and ensure efficient and more transparent governance. Through TGFF Phase I, scaling up has been achieved so far for crowdfunding; where experiences from first piloting countries has been shared and planted in a number of others through regional initiatives. However, the work from scaling up doesn't mean ending the focus on this mechanism, but expanding it further (for example, in crowdfunding this means moving from reward-based mechanism to crowd lending and crowd investing).

Main priorities for using such 2-step approach under this output are:

1. **Application of financial technologies (blockchain, augmented/virtual reality, artificial intelligence)** - identify governments to serve as a public sector sandbox for testing financial technology and creating new markets – with a focus on radical transparency of spending decisions and improving efficiency. A special focus is placed on leveraging financial technologies for improving investment climate and reducing remittance transfer fees.
2. Application of **outcome buying methodologies** in leveraging public funds and ODA, for competition that leads not to cheapest solutions but those with highest impact.
3. Strengthen capacity of civic groups to leverage various forms of crowd-investment for development initiatives; and using crowdsourcing to enable better communication between civic initiatives and governmental / municipal level.

To deliver on this output, the project will provide technical support to a select number of country offices to develop alternative finance mechanisms, as well links to a broad network of partners with expertise in these emerging areas. Concrete activities will include:

- -Portfolio scan of country office programs, to identify entry points for new financial mechanisms;
- Partnership referral to investors and partners that are leading in innovations;
- Support in the design and implementation of 2-3 prototypes for different mechanisms, including technical and financial support;
- Capacity building for UNDP COs and national counterparts in how to design and leverage new financial mechanisms, such as social impact bonds, impact investment, and crowdinvesting.

Application of financial technologies and digital assets

New technologies such as blockchain or various forms of mobile payments are allowing use of financial technologies for financial inclusion (for people without legal identity or without bank accounts), leveraging new investments into SMEs and farmers, transferring money without a bank, write an enforceable contract without a lawyer, or turn a physical object like a ticket to a concert into a digital asset that can be sold with low to no transaction fee. There is a huge potential impact in eliminating the global cost of transferring remittances (7,68%) and reinvesting that into development (the World Bank [estimates](#) that cutting this by 5% alone can save \$16 billion annually).

Non-financial purposes of financial technologies - within experimenting with blockchain and financial technologies, there is existing and growing interest from a number of countries in Caucasus and Central Asia countries to start with testing first pilot projects (such as Armenia, Ukraine, Kazakhstan, Tajikistan, Moldova, Georgia) but also applications in Western Balkans (the former Yugoslave Republic of Macedonia). Potential pilot projects so far include a number of potential areas such as voting, social welfare, digital ID for birth certificates; business registry, supporting procurement procedures in health sector.

The European Commission (Joint Research Center, DG Grow) and UNDP AltFin Lab are currently agreeing on a design of a challenge for blockchain for social good- a competition that will seek to filter out citizen-driven initiatives where blockchain technologies improve existing or create new economic sectors;

With world leading partners in blockchain technology field, UNDP has joined forces to develop a White Paper on development - covering the possible blockchain applications and identifying the state-of-the-art and possible future developments. This document has created an overview of opportunities and potential areas of involvement not only for blockchain technologies; but from the point of view from different beneficiaries – that demand innovative application of financial mechanisms to deal with it.

Through financial purposes in a form of digital assets there is also demand for support from countries in the region – in form of using smart vouchers to transfer money from diaspora (which would enable money senders to specify on what these vouchers can be used for); or for transferring remittances money through a digital assets platform.

Preventative finance

In TGFF Phase I, the project identified the new sources of financing aimed at socially geared investment projects and development. Equally, it identified increasing analysis and examination of

how various mechanisms of Islamic finance can play a critical role in closing this gap and bringing countries closer to SDG achievement.

One aspect of new financial instruments is leveraging new financial mechanisms and technologies for blending with and allocating Islamic Finance (IF); for which a number of countries in ECA region has shown interest. The IF is one of the fastest-growing segments of the global financial industry with global assets expected to surpass US\$3 trillion by 2020. Islamic finance has become increasingly relevant in funding development, also in non-Muslim countries. Islamic finance resonates clearly with the 2030 Agenda with strong socially responsible investment principles such as risk sharing, profit sharing and equity-like modes of financing and it views debt with suspicion. Also, Islamic finance must avoid investments in prohibited sectors such as tobacco, alcohol and drugs businesses.

Strong interest in the ECA region is also seen for Social Impact Bonds (SIB) mechanism. Social Impact Bond is a result-based financial instrument for impact investing, where private investments are intended to create a positive social or environmental impact as well as a financial return. Typically, SIBs have been designed to help reform public service delivery. Impact investing opens up an innovative way to engage private sector to bolster global sustainability and SDGs further together with public sector and service providers. The first SIB was launched in 2010 in UK and by now 60 SIBs have been commissioned worldwide. Experiences from existing SIBs is showing that low hanging fruits for ECA region could be in focusing on employment, health, homelessness, child welfare, education and criminal justice.

One of the first pilot projects in progress is in Serbia which focuses on youth employment – with the idea to include young people (15–30 years) who have been unemployed for more than a year with multiple risk factors for continued unemployment. The aim is to provide employment support services that are currently missing and match the needs of the employees and employers.

The most interested partner for work in this area is Finnish Innovation Fund Sitra; in addition to Serbia, interested countries include Belarus, Kosovo, Armenia and (with the successful implementation of first steps in these countries) among others.

Various forms of crowdfunding and crowdfunding

During the first phase of TGFF project; AltFin Lab managed to expand crowdfunding practices to several different business models, and organizing two larger regional initiatives - Global Crowdfunding Academies in Istanbul and Cairo, and expanding the crowdfunding practices in ten countries in Europe and Central Asia region (and also helping to spread them out in at least ten other countries outside the region). After successful application of reward based and donation based crowdfunding, there is a demand from countries in the region to move in equity and lending based crowdfunding (which assume a financial return for the backer/investor).

The current demand for potential pilot projects so far also includes focus on: a) crowdlending of renewable energy projects; b) focus on SMEs and small farmers; c) crowdfunding as an impact investment instrument for getting people out of poverty; d) civic crowdfunding e) crowdsourcing element to get local initiatives/ideas met by decision makers and planners. In crowdfunding (reward based business model) UNDP managed to develop a broad set of partnerships and test the concept countries in Europe and Central Asia region. The focus for our crowdfunding initiatives is in renewable energy and SMEs.

Through **crowdfunding for renewable energy**, UNDP participated with some of the leading crowdfunding partners in creation of a “trip advisor” for green energy www.Citizenenergy.eu where investments in green energy from 2016 exceeded 35 mil EUR (mostly through crowdlending model,

but also with over 30 different platforms being registered). With the leading crowdfunding platforms in renewable energy field, there is a plan to move this platform to the new level; creating “the booking.com” for citizens interested to invest in renewable energy campaigns worldwide.

In partnership with Solarcoin Foundation we are exploring how to **improve green energy financing through connecting carbon markets with crowdfunding and blockchain technology** - but also in parallel combination with carbon markets (which would create double incentive instrument for promoting renewable energy).

Regarding **crowdfunding for SMEs**, the focus under this output is to understand and enable crowdfunding to help small entrepreneurs access funding where mainstream banking is prohibitively expensive. Through the parallel work in several countries with crowdfunding campaigns (such as the [Indiegogo](#) campaign in Kazakhstan created in one of our pilots for the first inclusive and socially responsible café), or a special education for 12 entrepreneurs and setting up crowdfunding ecosystem in [Ukraine for recovery programmes](#) to inspire people from war-affected areas, many of whom worked all their life in mines and factories, to become entrepreneurs. There is an interest for a similar programme in other countries. Current pilot projects in a pipeline include developing P2P lending in partnership with KIVA platform for SMEs and small farmers.

Resources Required to Achieve the Expected Results

The foreseen mechanisms for implementation of the initiative are technical and financial support to UNDP Country Offices, micro-capital grants (MCGA), civic challenges – in particular scaling up of the Ministry of Data, regional knowledge exchange events and codification of emerging best practices. The role of UNDP Country Offices is to implement local initiatives, while the Istanbul Regional Hub (IRH) using its Alternative Finance Lab and the Open Data Network (ODECA) will be responsible for overall coordination of the initiative, management of the regional and sub-regional activities and active support to the COs in implementation.

Partnerships

The success of new initiatives is largely dependent on engagement across different sectors of society – including government, private sector, civil society, and specifically the civic tech groups and loose networks of citizens who invest their time and resources toward the greater good. As UNDP’s approach to collaboration is international, the project will strengthen existing partnerships with the PONTIS Foundation, World Bank, USAID, AidTech, Finnish Fund SITRA, Center for Global Development, EBRD, DFID, BitSpark, Center for Alternative Finance of the University of Cambridge, crowdfunding platforms (Indiegogo, KIVA, Bettervest, Trine, Citizenergy, TheSunExchange), Solarcoin Foundation, Neocapita, Blockchain.org, Crowdfunding Hub, Open Data Institute (ODI), Open Knowledge Foundation (OKF), School of Data, and the Open Data for Development (OD4D) programme, the Engine Room and Reboot, as well as expand the range of partners to include key Slovak and global stakeholders: e.g. ESET Smart Society, Fairplay Alliance and Slovensko Digital on anti-corruption, governmental partners on procurement, the GovLab on knowledge creation, the Oxford Internet Institute, MIT Media Lab, Harvard Humanitarian Initiative and Data Pop Alliance.

The new phase of the project shall also see a closer collaboration with Slovak institutions, civil society and private sector. The collaboration may take a multitude of arrangements, including through a more active engagement of Slovak entities in TGFF 2 events, based on pre-identified priority areas with the Slovak Ministry of Finance. In addition, given the innovative nature of the project, the project shall actively seek opportunities to share knowledge and lessons learned from the innovations that are prototyped in the region in the Slovak space. The project team will also actively share with

the Slovak Ministry of Finance plans about future events and opportunities for such engagement. Other opportunities may include collaboration with Slovak eco-system on the scaling up of Ministry of Data. Finally, in the new phase, possibilities for collaboration with International Financial Institutions and especially other Slovak projects, will be iteratively reviewed and sought.

Stakeholder Engagement

TGFF 2 engages stakeholders in a multitude of ways. Given the innovative and demand-driven nature of the project, UNDP has engaged with external partners to identify emerging areas in the use of technology and alternative finance, the project drafting process also heavily lends from the lessons learned in the first phase of the project. Country level interventions funded from the TGFF are intended to include citizens and other stakeholders in the design of the solutions, as well as have continuous feedback loops.

To address issues related to scaling and mainstreaming, in the second phase of the project, the project team will invest in a longer design process with the COs, and ensure that all supported initiatives have strong political buy-in, have a good analysis of the political economy, and are placed within larger reform processes. In terms of the prototypes, which is intended to be more responsive and agile, the project team, in close collaboration with the COs, will seek to identify emerging issues or responses to new development challenges, however the ones that will be favored are those that are housed within existing programme areas of UNDP COs.

The project will seek to identify international instruments and also other UN bodies which are working with these issues, and connect the country level interventions with these developments. Key strategic partners to be engaged are World Bank, ITU, UN Statistical Division and the Open Government Partnership, due to the opportunities for synergies, as well as visibility of the country office work. Similar work has already started with the Data Innovation Project on measurement of Tier 3 indicators, whereby the initiative is being linked to the work of the UN Statistical Division on using big data for SDGs.

Gender

The contribution of this initiative to improving gender outcomes happens in four ways: 1) strengthening women's presence in the public sphere, by offering avenues for promotion of their activities; 2) creating opportunities for networking and learning among young women in tech, 3) enhancement of digital skills, especially for young women techmakers, and 4) assessing gender implications for country level initiatives.

In the first phase of the project, presence of women has been predominant in all activities related to the project: project coordinator is a woman, technical consultants were mainly women, and partner organizations for the Ministry of Data have been lead by women, and partnered with grassroots organizations that look to strengthen women's digital skills. Through project activities, women have been given an avenue to promote their work and gain public recognition for it, which will continue in the second phase, coupled with a communications campaign on promoting women changemakers.

Throughout the region, networks of women technologists have been springing and growing, however their nascence and distributed nature, pose limitations in terms of reaching their full potential. Building on phase 1, TGFF 2 will be deliberately networking groups of young women in the civic-tech sector and creating opportunities for them to learn and share with each other.

Digital skill enhancement of women: a disparity persists between women and men in STEM professions, which also happen to be better paid jobs. The project will collaborate and engage with groups of women in tech active, promote tech professions to women and enhance digital skills of women in the region.

Country level initiatives, as well as any knowledge products stemming from the project, will be required to reflect on the role of women, and the implication that the different initiatives will have on women.

Sustainability and Scaling Up

The sustainability of the project, which builds on the experience of the [embracing the innovation agenda in ECA](#), the [ODECA platform](#), the results and lessons learnt of the first phase of the TGFF project, and the broader partnership between the Slovak Republic and UNDP, will be ensured through:

- Close involvement of the beneficiaries in the design of specific programmatic interventions in the partner countries, including via consultation with UNDP COs and application of user-centric methodologies in defining problems;
- Supporting COs in starting new and innovative activities, from design process, implementation and scaling, including resource mobilization, and monitoring and evaluation through innovative and responsive means (like RCT, micro-narratives, etc.);
- Building on the experience developed under Phase I (such as the implementation of the data cookbook and the open government guidelines, supporting SMEs and green energy through crowdfunding, or closing the financial gap with alternative finance mechanisms), or codifying the knowledge and experience into knowledge products and toolkits for replication;
- Regular knowledge-sharing with all concerned stakeholders, to ensure that the projects results are clear, appreciated and assessed positively, and thus contribute to the strengthening of the Slovak ODA system as well as an enhanced knowledge and coordination within the emerging donors network and the international development community.

IV. PROJECT MANAGEMENT

The project will be implemented by the Istanbul Regional Hub (IRH) under the UNDP Direct Implementation Modality (DIM). IRH Governance and Peacebuilding, and Knowledge and Innovation teams will be responsible for the oversight, project management, coordination and reporting. National activities will be implemented through the UNDP Country Offices in beneficiary countries, regional activities will be implemented directly from the IRH and in partnership with civil society organizations.

Cost efficiency and effectiveness will be achieved by leveraging activities and partnerships with other initiatives, including through leveraging national capacities at the Country Office level.

The Project Board will be established to provide guidance and supervision over the project implementation. In line with the UNDP Programme and Operations Policies and Procedures the Project Board will include stakeholders representing the following roles in the project (see also Section VIII on the Governance and Management Arrangements):

- 1) An Executive (individual representing the project ownership to chair the group): UNDP IRH Manager.
- 2) Senior Supplier (individual representing the interests of the parties which provide funding and/or technical expertise to the project): Representative of the Slovak Ministry of Finance.
- 3) Senior Beneficiary (individual or group of individuals representing the interests of those who will ultimately benefit from the project): UNDP Country Offices in RBEC.

V. RESULTS FRAMEWORK²

² UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

EXPECTED OUTPUTS	OUTPUT INDICATORS ³	DATA SOURCE	BASELINE		TARGETS			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
Output 1 New technologies, data and engagement of citizens are used to improve governance and development outcomes.	<i>1.1</i> # of cross-sectoral/ new data initiatives rolled out at the central level.	<i>Project reports</i>	7	2015-2017	<i>Announce call</i>	1	2	<i>Reports</i>
	<i>1.2</i> # of programmatic decisions taken based on insights from the data prototypes	<i>Project reports</i>	4	2015-2017	<i>Setting up of the initiative</i>	1	3	<i>Reports</i>
	<i>1.3</i> # of regional collaborations.		No baseline	2015-2017	1	2	2	<i>Reports</i>
Output 2 Collaborative platforms are utilized at the regional and national level to drive innovative solutions to governance and development challenges.	<i>2.1</i> # of private sector companies engaged on the Ministry of Data.	<i>Project reports</i>	1	2017	<i>Review and redesign the Ministry of Data methodology</i>	1	3	<i>Reports</i>
	<i>2.2</i> Existence of the methodology/tailored approach to mentorship of challenge winners	<i>Project reports</i> <i>Website</i>	No	2017				<i>Reports</i>
	<i>2.2</i> % of women participating in the Ministry of Data challenge	<i>Project reports</i>	30%	2017	35%	40%	45%	<i>Reports, website log</i>
Output 3 National counterparts and citizens enabled to	<i>2.3</i> sub-regional/regional civil society initiatives that promote new technologies for good governance	<i>Project reports</i>	1	2017	<i>Announcement</i>	3	7	<i>Reports, website log</i>

³ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

apply a range of alternative financing mechanisms for the benefit of policy-making and public service delivery	3.1 #of crowdinvesting and crowdfunding campaigns / projects carried out	<i>Project reports</i>	20 project teams trained on crowdfunding	2015-2017	3	6		<i>Reports</i>
	3.2 # of alternative finance mechanisms (or business models based on them) rolled out	<i>Project reports</i>	0	2015-2017	3	<i>At least 3 different preventative finance</i>	<i>2/3 of ECA countries</i>	<i>Reports</i>

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:
[Note: monitoring and evaluation plans should be adapted to project context, as needed]

Monitoring Plan

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

Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	IRH, COs	IRH and CO staff cost
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		IRH	IRH staff
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	IRH, COs, MF SR	IRH staff

VII. MULTI-YEAR WORK PLAN ⁴⁵

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount
Output 1: New technologies, data and engagement of citizens are used to improve governance and development outcomes. <i>Gender marker:</i>	1.1. Strengthen capacities of UNDP COs & national counterparts to co-create human-centered digital/data initiatives; Provide financial support for up to 4-5 initiatives to implement human-centered open government/digital transformation projects in areas such as anti-corruption.	175 000	140 000	40 000	UNDP	MF SR	Contracts, travel, DSA	35 000
								200 000
								120 000
	1.2. Generating and managing knowledge on how to strengthen effectiveness and impact of open government initiatives.	15 000	15 000	15 000	UNDP	MF SR	Contracts, travel, DSA	45 000
	1.3 Prototyping new and alternative data (e.g. crowd-	55 000	85 000	85 000	UNDP	MF SR		80 000
								100 000

⁴ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁵ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	sourcing, satellite imagery) that leads to real time insights to inform decision-making in key SDG development areas.						Contracts, travel, DSA	45 000
	1.4 Strengthen data literacy capacities of national counterparts, in at least 4 countries, to harness the potential of new data – focusing on political, legal and ethical aspects.	50 000	30 000		UNDP	MF SR	Contracts, travel, DSA	30 000
	1.5 Annual action research, and R&D event to take stock of progress & identify emerging areas.	40 000		50 000	UNDP	MF SR	Contracts, travel, DSA	90 000
	PROJECT MANAGEMENT	73 000	73 000	73 000	UNDP	MF SR	Salaries	219 000
	Sub-Total for Output 1:	408 000	343 000	263 000				1 014 000
Output 2: Collaborative platforms are utilized at the regional and national level to drive innovative solutions to development challenges. <i>Gender marker:</i>	2.1 Annual regional Ministry of Data competition	140 000	50 000	65 000	UNDP	MF SR	Contracts, travel, DSA	30 000
								60 000
								150 000
								15 000
	2.2 Engagement with the private sector around the Ministry of Data	13 000	13 000	13 000	UNDP	MF SR	Contracts, travel, DSA	30 000
								9 000
	2.3 Support for innovative tools to address governance issues.	95 000	70 000	50 000	UNDP	MF SR	Contracts, travel, DSA	120 000
								15 000
								10 000
								70 000
	PROJECT MANAGEMENT	73 000	73 000	73 000	UNDP	MF SR	Salaries	219 000
	Sub-Total for Output 2:	321 000	206 000	201 000				728 000
Output 3: National counterparts and citizens enabled to apply a range of alternative financing mechanisms for	3.1 Applying financial technologies for non-financial (improving governance transparency and cost	80 000	110 000	130 000	UNDP	MF SR	Contracts, travel, DSA	90 000
								145 000

the benefit of policy-making and public service delivery	efficiency); and financial purposes (money transfer or finance leverage)							85 000
	3.2 Using preventative finance models in projects in the region for providing new ways of financing development within UNDP services to governments	75 000	75 000	75 000	UNDP	MF SR	Contracts, travel, DSA	60 000
								105 000
								60 000
	3.3 Developing, piloting and upscaling crowdinvesting and crowdlending business models in partnership with leading global partners/platforms	50 000	75 000	80 000	UNDP	MF SR	Contracts, travel, DSA	65 000
								75 000
65 000								
PROJECT MONITORING	73 000	73 000	73 000	UNDP	MF SR	Salaries	219 000	
Sub-Total for Output 3:	278 000	333 000	358 000	UNDP	MF SR		969 000	
Direct project implementation costs		22 000	22 000	22 000	UNDP	MF SR		66 000
General Management Support		82 320	72 320	67 520	UNDP	MF SR		222 160
TOTAL	USD2,999,160							

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented by the UNDP's Istanbul Regional Hub for Europe and the CIS within the delegated Direct Implementation authority for the Regional Programme implementation, in line with UNDP's Programme and Operations Policies and Procedures (POPP)⁶ UNDP Regional Hub will act as the project implementing partner (agency). The implementation follows the principles of the Paris Declaration on Aid Effectiveness. The described modality is designed to ensure demand driven approach, ownership by beneficiaries, participation of stakeholders, capacity building in beneficiary institutions, focus on results, alignment with the national government priorities and harmonization with other donors.

The project will be directed by a **Project Board**, chaired by the Istanbul Regional Hub Manager serving as Executive. The Project Board will be comprised of representatives of the Ministry of Finance of the Slovak Republic, a beneficiary national counterpart, and UNDP (representatives of IRH as Suppliers and UNDP COs as Beneficiary Representatives).

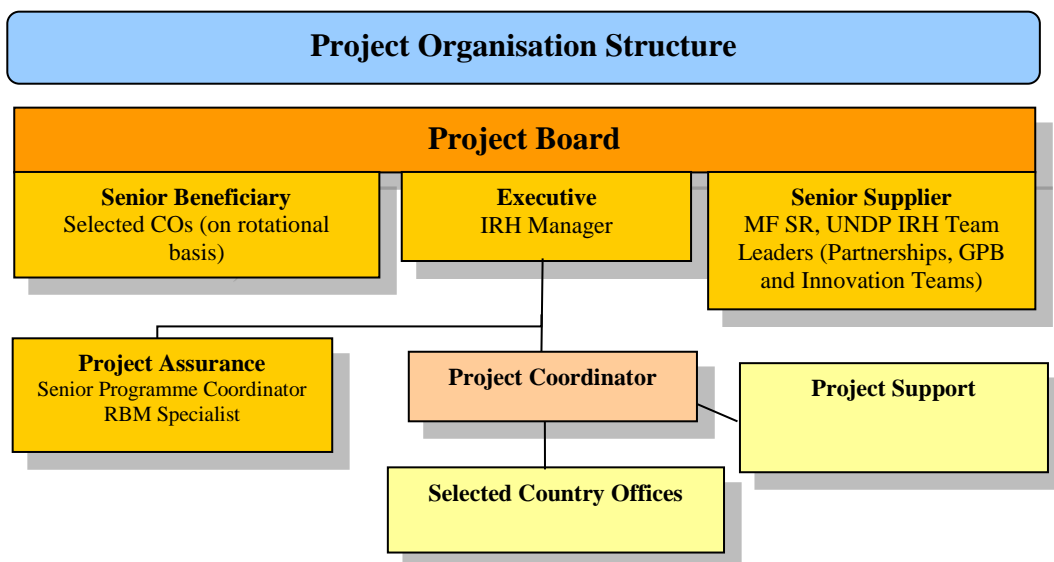
The Project Board is the group responsible for making consensus management decisions for the project when guidance is required by the Project Coordinator, including recommendations for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with corporate UNDP standards that shall ensure best value to money, fairness, integrity, transparency and effective international competition. In case consensus cannot be reached, final decision shall rest with the Manager of the Regional Hub.

The Project Board will:

- Provide overall leadership, guidance and direction in successful delivery of outputs and their contribution to outcomes under the programme;
- Be responsible for making strategic decisions by consensus, including the approval of project substantive revisions (i.e., changes in the project document);
- Approve annual work plans, annual reviews, and other reports as needed;
- Meet at least once a year (either in person or virtually) to review project implementation, management risks, and other relevant issues;
- Address any relevant project issues as raised by the Project Coordinator;
- Provide guidance on new project risks and agree on possible countermeasures and management actions to address specific risks.

The Project Board will meet annually, with ad-hoc meetings organized as necessary, producing Minutes to be signed by all Project Board Members. The overall project oversight will be provided by a **Project Coordinator**, with project support, based in Istanbul, who will report to the Governance and Peacebuilding Cluster leader overall, and for specific activity results to the Knowledge and Innovation Team Leader.

⁶ <https://info.undp.org/global/popp/Pages/default.aspx>



Project Assurance is the responsibility of each Project Board member; however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Coordinator; therefore the Project Board will delegate its assurance responsibilities to the Senior Programme Coordinator and RBM Specialist.

Specific project activities may be conducted by external contractors such as independent experts, civil society organisations (CSOs), academia and private sector following the UNDP’s contracting rules and regulations.

IX. LEGAL CONTEXT

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

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

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]⁷ [UNDP funds received pursuant to the Project Document]⁸ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the Supplemental Provisions to the Project Document, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

⁷ To be used where UNDP is the Implementing Partner

⁸ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

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

- g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

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

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.
-

Annex 1: TOR for Project Coordinator

I. Position Information	
Job Title:	Grade Level: Choose an item
Position Number:	Duty Station: Istanbul, Turkey
Department:	Family Duty Station as of Date of Issuance: Istanbul, Turkey
Reports to:	Date of Issuance:
Direct Reports:	Closing Date:
Position Status: Choose an item	Duration and Type of Assignment: Choose an item
Job Family:	

XI. II. JOB PURPOSE AND ORGANIZATIONAL CONTEXT
<p>Under the overall guidance and direct supervision of the Governance and Peacebuilding Team Leader, and for specific activity results, the supervision of the Knowledge and Innovation Specialist, at the UNDP Istanbul Regional Hub, the Governance Innovation Specialist is responsible for management of UNDP programmes on open data and the use of data for governance, anti-corruption and development, particularly the Transformative Governance and Finance Facility. The Governance Innovation Specialist analyzes relevant trends and leads the formulation, management and evaluation of programme activities within his/her portfolio, including the provision of technical and policy advice services.</p> <p>The governance landscape in 2015 in the ECIS region includes a host of challenges and opportunities. Societies in the ECIS region are striving to improve governance, strengthen transparency and accountability, and adapt and endorse new technologies which that have an impact on people's lives. We're also living in a time of unprecedented digital openness, convenience, and transparency in everyday life. In ECIS, demand for more government accountability and transparency, and more investment in public services and citizen-driven initiatives aimed at a range of development challenges are yet to be met. This is the message from the post-2015 consultations held across the countries in the ECIS region where the citizens demanded a more meaningful role in designing policies and services, especially evidence of this demand in the rural areas and among the marginalised populations. The governments in the ECIS regions have not systemically began exploring the potential of various financial mechanisms for this purpose and arguably their ability to strategically mobilize various sources of financing for social good remains underutilized even though many countries around the world are dealing with fiscal crises and rolling back many essential services. AltFin can help leverage public funding to mobilize various new sources of investment (private and venture capital, P2P lending) for public policy related to the SDGs, while at the same time realigning interests of various partners and creating new investment opportunities.</p> <p>The Governance Innovation Specialist will coordinate the implementation of the Transformative Governance and Finance Facility 2 and provide technical advice to the Country Offices on issues related to the use of data for development, and supervise and lead consultants and other projects resources to achieve the objectives of the TGFF 2 programme. The Governance Innovation</p>

Specialist will work in close collaboration within the Governance and Peacebuilding Cluster and with other clusters, and the Ministry of Finance of Slovakia, the operations team, programme staff in other UN Agencies, UNDP HQs staff and Government officials, technical advisors and experts, multi-lateral and bi-lateral donors, civil society, civic-tech, start-up community and private sector, ensuring successful UNDP programme implementation.

XII. III. DUTIES AND RESPONSIBILITIES

Summary of Key Functions:

- Management of Transformative Governance and Finance Facility 2 (2018-2020)
- Support the implementation of the Europe and Central Asia Regional Programme
- Creation of strategic partnerships and implementation of the resource mobilization strategy
- Provision of top quality policy advice services to country offices and facilitation of knowledge building and management

1) Ensures effective **management of the Transformative Governance and Finance Facility II (2018-2020)** within the area of using data for governance and development focusing on quality control from formulation to implementation of the IRH and country programme achieving the following results:

- Effective application of RBM tools, establishment of management targets (BSC) and monitoring achievement of results.
- Identify new opportunities for working with country offices on issues related to open government and digital transformation.
- Conduct regular horizon scanning to understand emerging trends and actors, as well as provide linkages and investigate opportunities for their application in Europe and Central Asia.
- Design and formulation of IRH programme within the area of responsibility, translating UNDP's priorities into local interventions. Coordination of programme implementation with the executing agencies. Introduction of performance indicators/ success criteria, cost recovery, targets and milestones.
- Initiation of a project, presentation of the project in project Boards; determination of required revisions; coordination of the mandatory and budget re-phasing exercises.
- Ensuring implementation of the TGFF II in line with the Annual Workplan.
- Financial and substantive monitoring and evaluation of the project, identification of operational and financial problems, development of solutions.
- Follow up on audit recommendations. All exceptions are timely reported.
 - Prepare regular reports on activities, outputs and outcomes. Preparation of donor reports

2) Provides support in the implementation of the Regional Programme for Europe and Central Asia region:

- Thorough analysis and research of the political, social and economic situation of the region and preparation of substantive inputs to the Regional Programme, CCA, UNDAF, CPD, CPAP and other documents in UNDP HQ, the IRH and as requested by COs.
- Identification of areas for support and interventions related to data innovation, open government, use of data for public services and public administration, citizen-generated data and other innovative activities related to the implementation of the SDGs.

<ul style="list-style-type: none"> • Business processes mapping and preparation of the content of internal Standard Operating Procedures in Results Management.
<p>3) Actively explores and identifies opportunities for new partnerships and strategic engagements, especially with Slovak actors:</p> <ul style="list-style-type: none"> • Identification of emerging sources of funding; assessment of their current usage and potential for the future. • Development of specific donor and other investors fund-raising strategies and approaches. • Identification different actors, especially in the Slovak sphere, for collaboration towards project goals. • Development of partnerships with other UN agencies, IFIs, government institutions, private sector companies, academia, civil society and other types of organizations in areas such as good governance, data innovation and open data, citizen engagement and civil society support.
<p>4) Provision of top quality policy advice services to country offices and facilitation of knowledge building and management:</p> <ul style="list-style-type: none"> • Identification of sources of information related to institutional and citizen use of data for good governance and achievement of SDGs in cooperation with other specialists in the Governance and Peacebuilding Cluster overall. • Identification and synthesis of best practices and lessons learnt directly linked to programme's goals. • Ad-hoc and planned contribution towards identifying emerging areas of work for UNDP, and new and emerging actors in the open government, digital transformations and data space. • Ad-hoc and planned support to COs in design, implementation and evaluation of programmes related to the use of data for development, especially as it pertains to measurement of SDGs, transparency, digital transformation, citizen engagement and strengthening of civil society. • Sound contributions to knowledge networks and communities of practice. • Organization of trainings for the operations/ projects staff on programme issues.

XIII. IV. COMPETENCIES AND SELECTION CRITERIA	Description of Competency at Level Required (For more comprehensive descriptions please see the competency inventory)
<p>In this section list all 5 core competencies as well as the most relevant technical/function competencies the role will require along with the appropriate level. Primary competencies are those integral to the position and are the criteria by which a hiring decision would be made. Secondary competencies are necessary but are not critical to the role.</p>	
<i>Core</i>	
Innovation <i>Ability to make new and useful ideas work</i>	Level 4: Originate (Peer Regarded Lead Expert)
Leadership <i>Ability to persuade others to follow</i>	Level 3: Apply & Adapt (Recognized contributor with demonstrated ability)
People Management <i>Ability to improve performance and satisfaction</i>	Level 3: Apply & Adapt (Recognized contributor with demonstrated ability)
Communication <i>Ability to listen, adapt, persuade and transform</i>	Level 4: Originate (Peer Regarded Lead Expert)

Delivery <i>Ability to get things done</i>	Level 4: Originate (Peer Regarded Lead Expert)
Technical/Functional	
Primary	
Open Government <i>Knowledge of anti-corruption concepts, principles and policies and the ability to apply in strategic and/or practical situations</i>	Level 3: Apply & Adapt (Recognized contributor with demonstrated ability)
Data Innovation <i>Understanding the processes behind</i>	Level 3: Apply & Adapt (Recognized contributor with demonstrated ability)
Secondary	
Knowledge Management <i>Ability to efficiently handle and share information and knowledge</i>	Level 3: Apply & Adapt (Recognized contributor with demonstrated ability)

V. Recruitment Qualifications	
Education:	Master's Degree or equivalent in Business Administration, Public Administration, Economics, Political Sciences, Social Sciences or related field.
Experience:	5 years of relevant experience at the national or international level in providing management advisory services, hands-on experience in design, monitoring and evaluation of development projects.
Language Requirements:	Fluency in English is required. Knowledge of one of the regional languages is an advantage.
Other:	Experience in the usage of computers and office software packages, experience in handling of web based management systems

ANNEX 2. SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the [Social and Environmental Screening Procedure](#) and [Toolkit](#) for guidance on how to answer the 6 questions.

Project Information

Project Information	
1. Project Title	Transformative Governance and Finance Facility 2
2. Project Number	00107865
3. Location (Global/Region/Country)	Europe and CentralAsia

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The project recognizes the centrality of human rights to sustainable development and ensuring fair distribution of development opportunities and is committed to supporting “**universal respect for, and observance of, human rights and fundamental freedoms for all.**” Achieving sustainable progress and results with regard to equity demands a human rights-based approach. Progress towards equity can only be short-term if not accompanied by progress in other areas. Hence, through its activities, the project will work closely with vulnerable groups: enhancing their skills, giving a platform for their voice, understanding the challenges to their participation and addressing them. The project will also ensure the meaningful, effective and informed participation of stakeholders in activity design, implementation, monitoring and evaluation of all project activities.

Briefly describe in the space below how the Project is likely to improve gender equality and women’s empowerment

The project is gender-responsive in their design and implementation; it promotes gender equality and the empowerment of women.

The project contributes to gender equality and women’s empowerment in three key ways:

- 1) Digital skill enhancement of women: a disparity persists between women and men in STEM professions, which also happen to be better paid jobs. The project will collaborate and engage with groups of women in tech active, promote tech professions to women and enhance digital skills of women in the region. Such skills are expected to contribute towards improved employability of women.
- 2) Strengthening women’s voice in the public sphere: through a combination of online and offline tools, the project will enable women’s participation in decision-making and policy-making, by keeping in mind the challenges of the digital divide.
- 3) Improving women’s visibility in data and statistics: all data generated during the project will be sex and other groups sensitive. In addition, support to improvement systems of data collection for national counterparts will be conditioned upon establishing systems that ensure sex and other groups disaggregated data.

Promotion of gender equality a part of the strategy of the project. The project will cooperate closely with groups of civic tech developers, which is a male-dominated sector. To that end, through activities and initiatives which promote, empower, enhance the skills and ensure women’s participation, the project will contribute towards breaking stereotypes.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The project does not have an environmental dimension.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>			QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.

Risk 1: No risks identified	I =			
Risk 2:	I =			
Risk 3:	I =			
Risk 4:	I =			
[add additional rows as needed]				
QUESTION 4: What is the overall Project risk categorization?				
Select one (see SESP for guidance)			Comments	
<i>Low Risk</i>		<input checked="" type="checkbox"/>	No social or environmental risks identified	
<i>Moderate Risk</i>		<input type="checkbox"/>		
<i>High Risk</i>		<input type="checkbox"/>		
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?				
Check all that apply			Comments	
<i>Principle 1: Human Rights</i>		<input type="checkbox"/>		
<i>Principle 2: Gender Equality and Women's Empowerment</i>		<input type="checkbox"/>		
<i>1. Biodiversity Conservation and Natural Resource Management</i>		<input type="checkbox"/>		
<i>2. Climate Change Mitigation and Adaptation</i>		<input type="checkbox"/>		
<i>3. Community Health, Safety and Working Conditions</i>		<input type="checkbox"/>		
<i>4. Cultural Heritage</i>		<input type="checkbox"/>		
<i>5. Displacement and Resettlement</i>		<input type="checkbox"/>		
<i>6. Indigenous Peoples</i>		<input type="checkbox"/>		
<i>7. Pollution Prevention and Resource Efficiency</i>		<input type="checkbox"/>		

Final Sign Off

<i>Signature</i>	<i>Date</i>	<i>Description</i>
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QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ⁹	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?	No

⁹ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

<i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>		
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No

Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ¹⁰ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No

¹⁰ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ¹¹	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No

¹¹ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex 3. Risk Log

RISK LOG

Project Title: Transformative Governance and Finance Facility 2					Project ID: 00107865		Date: December 2017		
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status of risk
POLITICAL RISKS									
1	Political environment not receptive to project initiatives	December 2017	Political	P= 3 I=5 Unexpected changes in political environment can cause delays in implementation and pursuing the planned results in partner countries and territories.	Monitor political environment and assess its impact on the project activities.	Project Coordinator Project Board Advisory Board Country Offices		<u>04 December 2017</u> In some of the key partner countries and territories, including Serbia, The former Yugoslav Republic of Macedonia and Kosovo, governments have taken office in 2016-2017. In some of the countries, both local and national elections have constituted a political shift of the electorate. However, the political shift is actually favorable for the project – as it signals an increased demand of citizens for institutional and political responsiveness.	
2	Government's commitments to open government, data innovation and to project initiatives	December 2017	Political	P= 2 I=4 Lack of ownership of the project initiatives can result in low effectiveness and impact of the project activities	Institutional and CO partners will be selected through a competitive process	Project Coordinator Project Board Advisory Board		<u>04 December 2017</u> UNDP's experience in the last years, combined with the SDG agenda, and the chairmanship of Georgia of the OGP, indicate a strong and growing interest in the area. So far, successful piloting of initiatives has demonstrated that governments are willing to take on ownership of initiatives – clear signals are the scaling of the pilot initiatives in Serbia, Skopje and Tajikistan.	

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status of risk
				in partner countries					
STRATEGIC/OPERATIONAL									
3	Capacities of institutions to mainstream innovative projects are weak	December 2017	Operational/Strategic	P=3 I=3 Uptake of initiatives developed within the scope of this projects suffers due to low capacities in institutions.	Applying COs will be required to provide a snapshot assessment of the capacities of institutions to innovate. Developing in-country activities that help data literacy.	Project Coordinator Country Offices		<u>04 December 2017</u> Mainstreaming innovative projects in government institutions is a challenge (see: experience with the development of public sector labs). In addition, taking up some more innovative projects (for example: use of AI in government & similar) may require capacities that are difficult to find in institutional settings.	
STRATEGIC									
4	Duplication with other initiatives/harmonisation with donors	December 2017	Strategic	P= 1 I= 3 Duplication of activities results in inefficient use of resources	Country applications should include 'horizon scanning' identifying potential duplication and opportunities for partnership. Special attention will be paid to guarantee fruitful cooperation with domestic and international related initiatives. The nature of the project also dictates is such that in many areas, UNDP is actually trailblazing.	Project Coordinator Project Board Advisory Board Country Offices		<u>04 December 2017</u> UNDP has been and continues to be well-positioned to engage, cooperate and coordinate with a multitude of partners, both international (World Bank) and local organizations. TGFF 2 builds on existing partnerships and piloted initiatives.	
5	Alignment with countries' government	December 2015	Strategic	P= 1 I= 4	Exact areas of thematic focus will be identified through consultations held at the level of	Project Coordinator Project Board		<u>04 December 2017</u> 11 of the 20 countries and territories in the ECIS region have committed to the Open Government Partnership. Resource constraint is a distinct issue	

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status of risk
	strategies and priorities			Lack of alignment results in low ownership and commitment to project initiatives	individual countries and regionally. Such consultations will ensure a direct, two way links between decision-makers and partners. The Facility is also designed to be demand-driven. Therefore, the country offices are expected to align their requests to the strategic priorities of the governments.	Country Offices		for all the countries in the region, therefore experimentation with alternative finance mechanisms is likely to draw the attention of government institutions. This has already been tested and proven true in the first phase of the project.	
6	Citizens/Governments have no knowledge or interest in data-driven policy-making	December 2015	Strategic	P=3 I=4 No knowledge on the use of data for policy-making among citizens and officials will impede project buy-in and implementation.	Project activities tailored towards awareness raising on data. Development of tailored data literacy programmes.	Project Coordinator		<u>04 December 2017</u> Data literacy levels are not at a desirable level in the ECIS region, limiting the potential of using data for any type of transformative change. Data literacy programmes, especially on issues pertaining to ethical use of data and challenges and opportunities, will ensure sustainability and a growth model.	
7	Failure in identification of needs and priorities	December 2015	Operational	P = 1 I = 4 Lack of clarity of needs and priorities results in delays in planning of activities	Needs assessments and regular consultations with project beneficiaries will be used to identify and prioritize the areas of assistance.	Project Coordinator		<u>04 December 2017</u> Great emphasis has been put on participatory approach during all stages of the project document preparation and throughout implementations.	

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status of risk
8	Alternative finance mechanisms have difficulty scaling	December 2015	Strategic	P=3 I=4 Challenges in mainstreaming and upscaling alternative finance mechanisms will affect project results.	Project viability is already being tested out through other IRH initiatives. Project progress will be tracked and recorded, allowing for a compendium of lessons learned.	Project Coordinator Project Board Advisory Board		<u>04 December 2017</u> In the first phase, the Lab was set to support (in)formal citizen and other groups, government partners, business and others who are willing to experiment with some of the emerging finance mechanisms. Through this output, the work of the Lab will be further promoted, moving from recognizing promising areas and pilot projects, to creating success stories and upscaling them to the regional level.	
OPERATIONAL									
9	Lack of participation of nongovernmental organizations, private sector, media and citizens	December 2015	Operational	P = 3 I = 3 Limited engagement of citizens and civic groups.	The project has one component that heavily relies on the engagement with civic groups.	Project Coordinator Advisory Board Country Offices		<u>04 December 2017</u> Low public trust, evident in the region, presents an obstacle in engagement of citizens in governmental processes. Project will identify and work closely with civic groups, civil society organizations and the private sector in partner countries, Slovakia and also internationally. There is existing precedent and lessons learned from the first phase of the project on this.	
10	Project support in partner countries is not sufficient	December 2015	Operational	P = 4 I = 4 Insufficient project support results in delays in planning and implementation of activities	Focal points need to be appointed in different COs. Cooperation framework to support mini projects shall be agreed to support successful implementation of project activities.	Project Coordinator Country Offices		<u>04 December 2017</u> UNDP Country Offices are already under significant strain in delivering their results and imposing an additional facility may create unreasonable delays in implementation and poor results.	
FINANCIAL									
11	Exchange rate fluctuation	March 2014	Financial	P=4 I=3	Close monitoring to ensure early actions.	Project Coordinator		<u>04 December 2017</u> Volatility of the exchange rate may affect the delivery of the project, however this is beyond the scope of the project management team.	

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status of risk
				Exchange rate fluctuation can result in lack of financial resources for implementation of planned project activities or in under-delivering based on the plan.					

