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**PROGRAMME DOCUMENT**

**Kyrgyz Republic**

**Programme Title:** Innovative information and communications technologies for transformational and inclusive national development – Taza Koom Innovation Facility

**Programme Number:** 00108698 (Award)

**Implementing Partner:** UNDP

**Start Date:** 10 July 2018

**End Date:** 31 December 2022

**PAC Meeting date:** TBD

**Brief Description**

The long-term development strategy for Kyrgyzstan, the National Sustainable Development Strategy (2018-2040) and successor five-year development plan(s) aspires to realize integrated public service delivery built on an efficient and effective public service system that advances inclusive, socio, economic and environmental progress of the people. To realize both middle and long-term development priorities, the Government and the people of Kyrgyzstan have designed the innovative digital transformation initiative the Taza Koom<sup>1</sup> programme, as a digital backbone for socio, political and economic gender-sensitive transformation. UNDP and the Office of the Government have therefore developed this project that seeks to complement other interventions to facilitate realization of outlined immediate, middle and long-term development priorities. The Taza Koom Innovation Facility aims to institutionalize the choice and use of information and communications technologies (ICTs) in the modern era towards the outputs on: 1) systemized access to Government services through reformation of the legal, policy and coordinative framework; 2) enhanced partnerships, innovation, replication and learning using ICT platforms, 3) improved access and availability of quality public services, especially those, targeted to women by the furthest members of the society, complemented by necessary public skills, including on ICTs. The main activities that will enable realization of these results will include: Audit of the existing policy framework and recommendations on an integrated policy reformation plan; Coordination framework designed, appropriately located, staffed and under implementation, advancing a whole of a Government approach to ICTs and development; Establishment of an innovation lab with participation of no less than 50% of young women to enable design and implementation of integrated solutions for building digital Government and digital society; Design, testing, rollout and tracking of e-applications and e-services portals, including those gender targeted; Public capacity development and tracking initiatives to facilitate use of e-services; Equipment and facilities.

**Contributing Outcome (UNDAF/CPD):**

*By 2022, institutions at all levels are more accountable and inclusive, ensuring justice, human rights, gender equality and sustainable peace for all;*

**Indicative Output(s) with gender marker:**

2.1. Core functions and capacity of the Parliament, key Government institutions and local authorities strengthened for accountable, transparent and inclusive policymaking and implementation, as well as high-quality public service delivery. (SDGs 16, 5, 3); GEN 2

2.3. Output 2.2. Justice system and institutions enabled to uphold rule of law, promote and protect human rights, and improve access to justice of vulnerable population groups, especially women, youth, minorities and persons with disabilities. (16, 5) GEN 3.

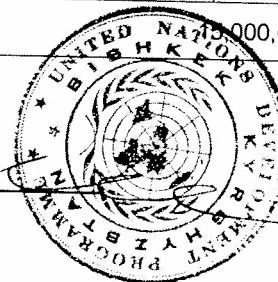
<b>Total resources required:</b>	17,060,000 USD	
	<b>UNDP TRAC:</b>	500,000
	<b>UNDP IRH Funding Window:</b>	560,000
	<b>UNDP - Russian Federation Trust Fund</b>	1,000,000
	<b>Government of Japan (to be confirmed)</b>	5,000,000
	<b>Government of Kyrgyz Republic (to be confirmed)</b>	10,000,000
<b>Unfunded:</b>	0,000,000 USD	

Agreed by UNDP<sup>2</sup>:

Aliona Niculita

Deputy Resident Representative

Signature:



<sup>1</sup> For more information about the Taza Koom initiative please refer to the institutional website <http://tazakoom.kg/site/index>

<sup>2</sup> Note: Adjust signatures as needed



## I. DEVELOPMENT CHALLENGE

Kyrgyz Republic is a small land-locked and highly mountainous country in northeast Central Asia, with an estimated population of slightly over 6 million people, and almost 60% of them living in rural areas. Population distribution by sex is heterogeneous across the country. In urban areas, the proportion of women is higher than men amounting to 52.5%, on the contrary, in rural areas, where the birth rate is higher, the number of men is slightly higher - 50.6%. Composition of the country population is notable for its young people: 33.3% of the total population are children and adolescents under 16 years old, about 60% are working age population, and 7.1% are persons above working age. Since independence in 1991, Kyrgyzstan has undergone complex social, economic, and political changes. Despite the continuous reforms being implemented by the Government of Kyrgyzstan, public sector effectiveness and efficiency as well as accountability of institutions and processes, inclusive policy implementation and service delivery, remain key areas for improvement<sup>3</sup>, and that even more within challenging public space shaped by rise of social networking and modern information and communication technologies use. Citizens' expectations for more transparent, effective basic services have yet to be met, and polls show that citizens perceive corruption, accountability, and sustainable economic development as key priorities for the country.<sup>4</sup>

### ***National context***

Since 2013, the Kyrgyz Republic has been implementing the National Sustainable Development Strategy (2013-2017). The strategy was developed based on learning from prior years that included poor performance on many socio, economic and political indicators, and, it sought to firmly place Kyrgyzstan on an improved trajectory against its socio-economic development goals. Further, the strategy sought to situate Kyrgyzstan firmly in influencing and participating in the regional development agenda. The NSDS therefore undertook to: improve Government performance in institutionalizing the rule of law, further entrenching environmental sustainability, stabilization of macro-economic parameters, including fiscal transformation, building an enabling environment for business and investment, and growth and modernization of key sectors such as agriculture, mining, telecommunications, transportation and tourism.

Progress in respect of these aspirations over the period of the NSDS has however been mixed. For instance a) While mobile telephone penetration stands at 116% in 2016 nationally, there are not yet any formal e-service in the country, and in accordance to the draft Taza Koom Action plan for 2018-2022, all 378 Government services that are provided in accordance with the standards approved by the Government will need to be transformed into digital format by the end of 2023; b) The ease of doing business report by the World Bank places Kyrgyzstan performance for the last two years at the ranking of 75, with still high level of informality in the private sector, and regulatory challenges for instance on the integral issue of tax payment; c) While there has been significant progress in development of policy and legal framework on issues of rule of law and access to justice, there is need for further harmonization and recognition of the role of ICTs in facilitating implementation of a coherent set of provisions to deepen and widen public service access complemented by an equally ambitious approach of building public capacity to interact with the new systems; d) With the median age of Kyrgyz population being 26.2 years old, and the unemployment rates predicted to drop only marginally by 2020 (Green economy stocktaking report, 2017), the full potential of capitalizing on youth innovation and active engagement in national and local development is yet to be fully capitalised upon, e) Kyrgyzstan, while making progress still requires further action with respect to addressing the issue of integrity, accountability and transparency. For instance, the 2017 transparency index report placed Kyrgyzstan at position 135, globally with opportunities for improvement; f) While there has been remarkable progress in availing key public services covered by the state registry service, public satisfaction with the quality of services, including in non-urban localities of Kyrgyzstan remains limited with respect to penetration, and access by some members of the society, affecting the issue of universal access<sup>5</sup>.

<sup>3</sup>United Nations Development Assistance Framework, 2012-2017, final evaluation

<sup>4</sup>Post-2015 Development Agenda. National consultations in the Kyrgyz Republic, 2013

<sup>5</sup>National Institute of Strategic Studies study on citizen's satisfaction with public services during 2017

Furthermore, internet access does not seem to follow the trajectory of access to mobile telephony; g) With the new e-governance law imposing its implementation by the end of 2018, there is still no system, register and standards for e-services provision by the Government and non-Governmental agencies; h) The private sectors' role in further spurring national transformation remains an opportunity that requires further exploitation from the perspective of enhanced influence in facilitating further deployment of public services as well as in playing their role in deepening and expanding the Government revenue base;

With the launch of a new national digital transformation programme "Taza Koom" in June 2017 (translated as "clean/honest nation") until 2040 to build open and transparent state, raise life standards of people and improve business environment in the country, there is a momentum and political will to make a qualitative breakthrough to accelerate achievement of Sustainable Development Goals based on innovations, knowledge and use of information and communications technologies. Directly linked to the aspiration of Kyrgyzstan to achieve national and regional development as outlined in the long-term National Sustainable Development Strategy (2018-2040), the four strategic aspirations of "Taza Koom" seek to build (1) digital infrastructure, (2) digital government, (3) digital society and (4) digital economy. For their full, effective and catalytic realization, the vision of the Taza Koom is built around the principles of innovation and research, partnership, openness and innovative skills development for fair and open societies, "leaving no one behind". To achieve these ambitious goals, catalytic to further spurring realization of the national development agenda, UNDP was requested to provide support to the Government with setting up Taza Koom

Innovation Facility to further strengthen the transformation of Government processes and policies, based on, systematic policy design, deliberate and sustained engagement of the citizens including with processing of feedback, further strengthening collaboration with businesses, setting, coordinating and placing accountability controls on strategic directions for the country in order for it to take full benefit of the digital transformation agenda.

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1. **Building world-class digital infrastructure** based on green technologies and clean energy (broadband telecommunication network, data processing centres, cloud technologies, digital platforms);
  2. **Creating a favourable environment for sustainable innovative development** (policy, legislation, institutes);
  3. **Digital opportunities for all**, digital skills for digital economy (access for everyone to digital knowledge, innovations, experience and opportunities for production, use and sale of clean goods and services);
  4. Support, so that each Kyrgyzstani becomes a digital citizen having necessary **knowledge and opportunities** (involvement of citizens in management of their country using digital technologies);
  5. Creating an **open digital society**, the driving force of which is data industry (open public data, touch-sensitive technologies and telemetry, internet of things, cloud computing, big data);
  6. Making **Kyrgyzstan a safe place to live and work online** (safety of technologies, data and networks);
  7. Making **Kyrgyzstan a regional hub of digital Silk Road** for digital business and digital innovations (favourable digital environment).

*Taza Koom Strategic Goals*

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### ***Institutional arrangements***

As currently designed, the current governance architecture for the national "Taza Koom" programme needs further strengthening to ensure collaborative and gender-sensitive institutional framework with enhanced inter-Governmental cooperation to effectively implement the national vision of digital transformation. The structure includes National Council of the Government, the key consultation-advisory body in the field of e-governance chaired by the Prime Minister. It includes representatives of all branches of power, civil and experts' community and business associations. There is authorized state body in the field of electronic management, the State Committee for Information Technologies and Communication (SCITC), representing a working body of the Council, and an Expert Group under the President of the Kyrgyz Republic on digital transformation, consisting of a number of independent experts and government representatives.



As designed therefore, the inter-Governmental mechanism requires to function optimally in order to effectively coordinate horizontally at the policy level (design, understanding of gaps, recommendations of policy action) as well as vertically at the sectoral level and in the actual implementation of the interventions required to successfully realize the outlined aspirations. Further, an effective system would facilitate tracking accountabilities and holding various institutions accountable across the divisions of power for both the digital transformation as well as the development priorities that are intertwined from the NSDS. Optimality therefore would include the advancement of a whole of government approach to ICTs and development that integrates engagement of the three branches of Government. This is therefore assessed as a factor of both human capacity, integrated coordination and inclusiveness.

### ***Capacity needs assessment***

Being a national development programme, embedding the administrative, coordinative, financing, monitoring and reporting arrangements is foundational to effective functioning in the immediate, to the medium term. There are observable challenges for instance in the institutional arrangements that could hamper effective progress. An example relates to how the SCITC is designed and funded. SCITC as currently constituted lacks human resources within its structure and has a mandate for operations within the executive branch only. Identifying clear roles, mandates and responsibilities at the political, strategic and operational level of all Government institutions engaged and contributing to the overall achievement of the digital transformation programme outcome is realized as a distinct need for its successful implementation, implying public administration and civil servants reforms related to designation of responsible staff in relevant agencies, relevant job description updates, with clear qualification requirements and other related provisions.

### ***Preparatory assistance and lessons for further improvement***

Since the launch of the digital transformation Taza Koom programme in 2017, UNDP was able to partner with the Government on early preparation for Taza Koom operationalization through a short-term Taza Koom workplan that is already being implemented (Annex A). Early results from the running of a number of interventions has been able to demonstrate the potential of a fully-fledged project to enhance and institutionalize a whole of government approach described earlier. So far, as it could be viewed from the drafts Taza Koom Concept and Action Plan for the period 2018-2022, there is varying levels of engagement and preparedness to implement the plan by agencies working with different automated systems, from “electronic queuing for children’s educational organizations by the Ministry of Education, to creation of National Spatial Data Infrastructure by the State Registration Agency, amounting to more than a hundred<sup>6</sup> of information systems run currently. Systematic approach to interagency data exchange and services provision is required and this could be achieved through better vertical and horizontal integration of different systems used by Government agencies.

The national interoperability framework Tunduk (based on Estonian X-road) introduced in 2017 is based on its latest version using blockchain technology and currently is work in progress requiring further regulatory, technical standardization and legislative base development to allow seamless and effective use of data available to streamline public services delivery. The State Committee on Information Technology and Communication as the main body working to coordinate the implementation of Taza Koom programme within the Government, is responsible for forming enabling legislative framework for digital transformation including on an interoperability framework, interagency data and documents exchange, e-governance and many other. Nonetheless as outlined earlier, there are capacity challenges and modality of financing of expertise to the entity requiring further examination to ensure its sustainability.

To demonstrate gains of digital transformation process to the population, the Government decided to concentrate on the prioritized e-services and applications development and delivery, with a number of projects implemented or in the process of implementation by different state agencies

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<sup>6</sup>Taza Koom action plan is in the process of approval

and ministries. UNDP has been cooperating very successfully with the State Registry Service (SRS), responsible for registration of population, civil status acts, real estate rights, land cadastre, vehicles and driving licenses, and since 2015 responsible for elections management with the voters list maintenance based on the Unified Population Register and Voter Identification on the election day. Support was also provided to setting up more than 300 public service kiosks as of today, based on the network of post offices throughout the country to deliver SRS services to the population (birth and death certificates, marriages and divorces, ID and passports issuance, etc), but also having potential to become a one-stop-shop to deliver all government services such as business registration, education, health and other including those having a strong anti-corruption effect. This project was recognised as the best practice in the region using the most advanced technology for elections process and having an impact on stability in the country and increase of population's trust towards the process of elections in general.

The State Registry Service is viewed as one of the most important organizations in the country to deliver public services including those on new electronic ID card, with supporting PKI infrastructure for authentication and digital signature, representing another potential area to build on under Taza Koom digital transformation agenda, but is subject to availability of integrated information systems and e-services. A gap still remains in dealing with the demand side of service delivery especially on public complaints, their submission, referral systems, administration, resolution and communication. This would address the issue of quality of service and further confidence building on public service delivery. In addition, the space for capitalizing on full innovation, considering the realm of ICTs in development may not have been fully capitalized upon in service delivery options, therefore limiting the full potential for innovative service delivery.

To leverage potential of ICT and social innovation, there is a need to develop modern channels for citizens and businesses engagement to assess services, provide feedback and collaborate with Government. In a growing number of countries, both developed and developing, innovations are viewed as a leading driver of economic growth and prosperity, with a number of innovation lab models used to experiment with innovative approaches in public policy making. In the CIS and Eastern Europe region only, UNDP has successfully set up innovations labs in Albania, Armenia, Georgia, Macedonia and Moldova, the countries with a strong appetite for social, economic and policy reforms during the recent years. Through the mean of encouraging multi-disciplinary and multi-stakeholders cooperation to find system solution, these labs are used to combine expertise in innovation methods and public sector reform. They help the Governments to rethink solutions to most stubborn challenges as a set of hypotheses that need to be tested before they are rolled out to the masses, representing a shift in public policy making from a linear approach moving through the planning-implementing-monitoring in a consequential relation, to a new synthesis of public administration framework requiring abilities to anticipate, intervene, innovate and adapt on-going policies. Such Governments now form part of a co-evolving system between people and society, where citizens are viewed as important creators of public value and have shared responsibility for public results<sup>7</sup>.

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## II. STRATEGY

Taking into consideration the country context as well as opportunities and challenges for digital transformation in Kyrgyzstan, this project will focus on transformation of key Government policies and processes for successful Taza Koom implementation using innovative approaches through Taza Koom Innovation Facility, piloting and experimenting with new e-applications and e-services using citizens centric approach, and in parallel working on digital skills development to contribute to creation of adaptive and creative workforce to drive innovation. The project will address the existing gap in coordination of main donors efforts under Taza Koom programme, aiming at improvement of effectiveness, efficiency, transparency and accountability of public administration through use of ICT, and preventing possible channels for corruption promoting citizens' participation. This falls in line with the UNDP proven experience and effective contribution<sup>8</sup> to the transition of Kyrgyzstan in streamlining the regulatory framework for service delivery strengthening, rule of law and access to justice; in partnership with the parliament, the

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<sup>7</sup> Jocelyn Bourgon: A New Synthesis of Public Administration (2017)

<sup>8</sup>ibid.

Government, civil society organizations, women's movements and the main target groups – women, youth and vulnerable populations<sup>9</sup>. UNDP, building on its cooperation with development partners, will support the country in securing and sustaining the recent gains and promote peace, justice, equality and the rule of law. The assistance will focus on accountability, transparency, the effectiveness and efficiency of institutions to respond to citizens' expectations for equality, rule of law and justice, more effective gender-oriented services, and economic development related to digital transformation process.

Particularly, the project will be working on institutional capacity development of key agencies involved in ICT-enabled public sector transformation providing them with required knowledge and expertise on innovative approaches to policy development and implementation, effective coordination mechanisms, enabling legislative and regulatory basis for collaboration and integration within the Government, civil and private sectors and academia. It will contribute to achieving broader SDGs by supporting Government institutions in the development of high priority citizen-centric and citizen-driven e-services and making them accessible and affordable both in urban and rural areas, providing new opportunities for citizens' participation in decision making processes.

#### **Creation of collaborative and effective institutional framework for digital transformation:**

To be able to translate policy into delivery and deliver concrete and measurable results, the project will focus on strengthening institutional capacity of the key Government agencies to ensure strategic e-leadership. Expert support to lead change management process under "Taza Koom" programme engaging best public administration management mechanisms such as performance management and innovative approaches to policy making such as foresight will be provided. The capacity of high level civil servants will be strengthened to lead and manage the change process and effective governance structure operationalization. This will help to lead and coordinate "Taza Koom" strategy implementation to provide strategic direction and guidance to various ministries, agencies and departments of the Kyrgyz Government in digital transformation process. The project will provide support to set up a Digital Transformation Office under the Government's Office and State Committee of Information Technologies and Communications developing procedures that will clearly identify roles and responsibilities between the Government's Office's related structures and the SCITC, line ministries and other relevant stakeholders, that will be responsible for conducting and reporting on the results of prioritized projects and policies implementation under the Taza Koom strategy. The project will design the most suitable Taza Koom programme implementation evaluation tool to be used by the Digital Transformation Office, based on consultations with stakeholders and existing instruments available. It should include development of key performance indicators and the framework that will allow the Government's Office to evaluate performance of his cabinet and the ministries charged with Taza Koom objectives and sub-tasks, and report to the Parliament and public.

Establishing Government CIO System will be another area of focus under effective institutional framework for digital transformation process. Government-wide GCIO (Government Chief Information Officer) system to ensure e-leadership at the level of individual ministries and agencies to facilitate collaboration across government bodies will be set up. The GCIO system will help to focus on coordination of various projects and initiatives with different funding sources from the state budget, donor organizations, NGOs and private sector ensuring effectiveness and efficiency of the projects. The GCIO system will help to foster collaboration among different ministries and agencies while implementing interdependent and inter-related projects and delivering integrated e-services, to maintain appropriate inventory of "Taza Koom" related projects and initiatives, financial, technical and human resources involved in such projects, IT/ICT platforms and products, and to ensure interoperability of sectoral/ inter-sectoral information systems. The expertise and guidance will be provided to design and develop information systems and e-services, engaging stakeholders and building partnership.

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<sup>9</sup>Rural and urban poor, women-headed households, rural women, unemployed youth, minorities, people with disabilities, populations at higher risk of HIV, people living with HIV/AIDS.

Enhancing enabling legislative and regulatory environment for the digital transformation ecosystem will be done through development of required new and improvement of existing legislation, including than on effective Government regulation policies, developing high-quality and internationally comparable ICT statistics based on international best practices and methodologies, and increasing human and institutional capacity in the field. With the expert's support to the SCICT, relevant legislation (laws and bylaws), rules and regulations will be revised and enhanced, and sustainable financial mechanisms to implement them will be defined. This will ensure coordinated organization, direction and implementation of a portfolio of "Taza Koom" related projects and activities across multiple public sector agencies with active engagement of key stakeholders. It will help individual agencies, regional and local Governments to align their strategic and operational plans and programmes with the national "Taza Koom" strategy and action plans.

To stimulate formation and development of ICT-enabled and partnership based innovations, the project will support establishment of Taza Koom Innovation Facility/Lab. Expertise will be provided on building and strengthening the capacity of all involved stakeholders (key line ministries, civil and business community, in particular women's movements, academic and scientific circles) to integrate innovations and partnerships through ICTs into daily work and basic public services prioritized. Creation of new approaches and business models from development of an idea, its prototyping and piloting, up to upscale launch will be done through innovation lab incubators, cluster hubs, a network of business representatives, financing institutions, etc to foster culture of innovation and better consideration and coordination of actions of all parties involved.

**Development and implementation of e-applications and e-services using citizens centric approach:**

Developing high priority public e-services and e-participation platform will focus on the development of high priority public e-services and making them accessible and usable on an equitable and non-discriminatory basis. It will also support government institutions to define e-participation framework for engaging citizens, in particular women's movements in public policy cycle and decision making processes through various convenient and accessible channels. The efforts will focus on using available social media and other media channels to interact with citizens, to gather their feedbacks, opinions and suggestions for improving public policies, decisions and government services, and to provide timely and proper responses from relevant state authorities, policy makers and representatives of ministries and agencies. The project will also raise awareness among citizens and especially women of available public e-services and e-participation opportunities to ensure public confidence, commitment and take-up of public e-services, as well as on benefits of active engagement of citizens in public administration and governance processes.

Strategic partnership will continue with the State Registry Service with regard to basic public services provision improvement, and in particular development of e-services based on the UPR and the network of SRS kiosks spread over the country. With the launch and operationalization of interoperability framework for the government institutions to be able to effectively and quickly communicate as part of back office operations, one-stop-shop potential of the kiosks as front office for delivering public services will be reviewed and that of the e-portal of the SRS. In parallel, there will be work on National Infrastructure of Spatial Data consolidated, with the strategy, standards, systems and enabling regulatory environment to be developed by SRS with UNDP support, discussed with all engaging parties, especially women organizations, and introduced. This will lead to a rise of a new wave of geo-services and data development and use in the country, contributing significantly to better public services provision with a strong anti-corruption effect, rule of law and digital economy stimulation. There is a strong need to coordinate the efforts among all state agencies engaged into geo-data and maps production, and the State Registration Service's main platform will be supported to do this under Taza Koom Innovation Facility. Based on successful cooperation among SRS, Government of Japan and UNDP in the field of E-government, a separate action plan will be developed to operationalize it.

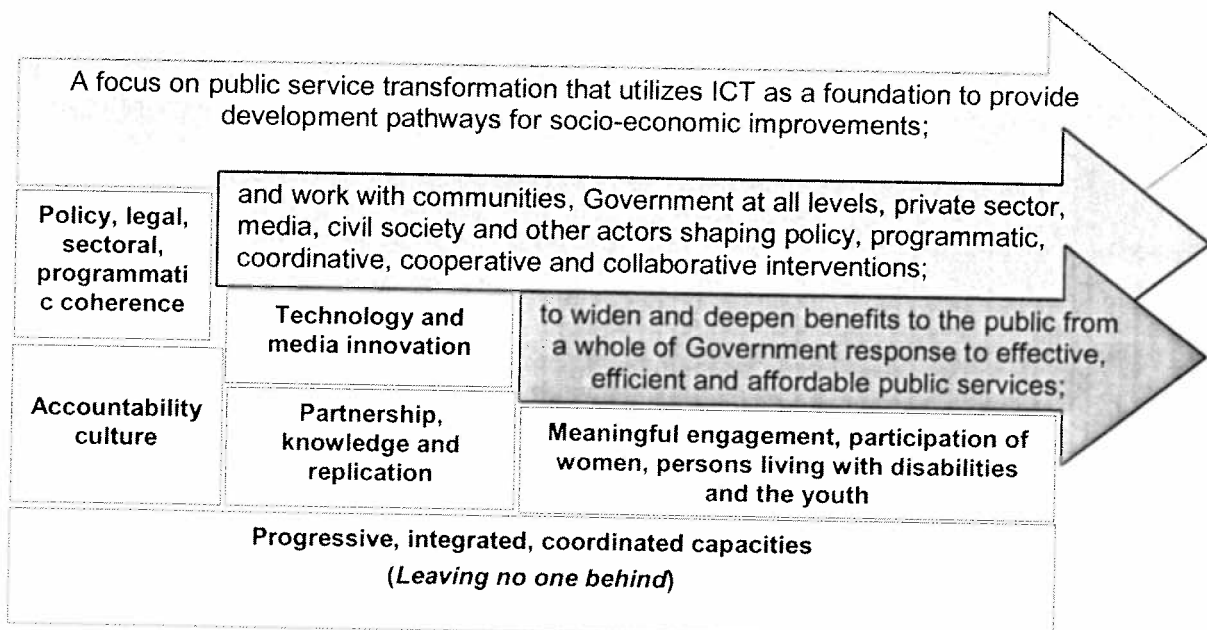
It is crucial to note, that justice policies and planning also tend to be gender blind. Numerous assessment reveal that the justice sector planning processes and policies implementation do not involve women or adequately reflect structural barriers which hinder their access to public services and justice. This affects the ability of government to effectively budget for critical needs of the public and justice sector e.g. training of personnel in women's rights, the creation of specialized facilities, enhanced provision of legal aid, data management capabilities to monitor the response. Discriminatory social norms, practices and attitudes restrict women's access to public services and justice: as per recent report conducted by UNDP, almost 70% within year 2012-2015 of sexual and gender based violence cases were closed without further investigation. Thus, supporting women participation in policies planning and implementation including through the use of new e-tools will be supported throughout the programme.

**Digital skills development for creative and adaptive workforce creation to drive digital transformation process:**

Building digital skills is one of the critical enablers for the successful implementation of digital transformation agenda of Taza Koom. The project will support development of effective learning, knowledge sharing and collaboration platforms for the government leaders, GCIOs, and IT specialists and middle level managers, based on gender equality principles. Such framework will help to coordinate capacity development activities and to foster the professionalization of the Government GCIO workforce. Special focus will be on introducing knowledge management practice across the Government, assessing learning needs and designing training programmes, coordination of training plans and facilitation of "Taza Koom" capacity building activities at all Government levels. The project will cooperate with the Agency of Public Service and the Prime Minister's Office to institutionalize revised requirements for the digital Government workforce, embed these practices into the government processes throughout the civil and municipal services. It will also facilitate Government-academia collaboration and networking with international players and partners in the field, with the focus on women's organizations.

Another area of support on digital skills development will be built around common population and institutions' awareness raising of digital transformation process and its benefits, to popularize ideas of Taza Koom, to present its achievements and accomplishment produced already, its effect in the short term and long term, for citizens, and especially women, businesses and country in general. In parallel, innovation culture of doing business and managing Government processes will be popularized, with all innovation projects events and activities to be accompanied by strategic communication wor

In summary, the **Theory of change that the project seeks to follow**, as outlined in the prior pages can be diagrammatized as proposed below:



If development lessons learning from implementation of national development priorities, research and development analysis suggests that national (*including structural*) transformation can be influenced by integrated, coordinated and adequately resourced technological advancements in public sector interventions; **then** ICTs, homegrown innovations in ICTs can shape development pathways that address the social, economic and political development deficits, with the effect of lifting communities out of poverty based on quality delivery of public services **because** it (Technology) can contribute to addressing some of the root causes of community level disaffection with public service delivery, and, mitigate against vulnerabilities as a consequence of not receiving quality services (*at all levels across the country*), thereby closing the gap between policy declaration and actual development changes (Taza Koom).

Assumptions in respect of implementation of the initiative relate to:

- Impetus around digital transformation programme Taza Koom as a ICT backbone for long term structural transformation of Kyrgyzstan remain a common shared vision by public servants and politicians across electoral cycles;
- National resources are availed for investment in key catalytical Taza Koom interventions that have knock on effect (Accelerator effect) to realization of other aspects of the strategy;
- Public remains confident of the vision for improved quality of life provided by the initiative linked to the national development interventions;
- A culture of transformation amongst the younger population, the engine for innovation, takes root in a fairly short period;
- Expertise is retained in delivering initial and subsequent input into deployment of interventions and that there is success in the results of early investments building public confidence in the possibility;

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### III. RESULTS AND PARTNERSHIPS

#### ***Expected Results***

The following four project outputs are expected to be achieved within the initial phase, by 2022:

**Output 1:** Strengthened policy and legal framework for digitally grounded, secure, coordinated and quality public service delivery;

**Output 2:** Improved use of innovative technologies stimulates access to quality public services especially by vulnerable members of the community;

**Output 3:** Strengthened multi-stakeholder capacity to adopt, plan, integrate, coordinate, track, and use technological innovation and e-governance (digital transformation);

**Output 4:** Gender mainstreaming in digital transformation for good governance

They will be directly contributing to UNDAF/CPD outcome1:

*By 2022, institutions at all levels are more accountable and inclusive, ensuring justice, human rights, gender equality and sustainable peace for all;*

and related CPD outputs:

*Output 2.1. Core functions and capacity of parliament, key government institutions and local authorities strengthened for accountable, transparent and inclusive policymaking and implementation, as well as high-quality public service delivery. (SDGs 16, 5, 3) GEN 2.*

*Output 2.2. Justice system and institutions enabled to uphold rule of law, promote and protect human rights, and improve access to justice of vulnerable population groups, especially women, youth, minorities and persons with disabilities. (16, 5) GEN 3*

The project will be implemented using a phased approach. During the initial phase, commencing with the launch of the Taza Koom Concept and Action Plan for 2018-2022 (expected by end of April 2017), there will be a preparatory work done to set up strengthened policy and legal framework for digitally grounded, secure and coordinated quality gender-oriented public services delivery, that will lay a basis for rolling out outlined new projects on e-services and capacities delivery as outlined above, and the new ones to come with the Digital Transformation agenda implementation, forming a portfolio of e-governance and social innovation projects to be supported by UNDP.

More specifically, under each of the outputs the following activities will be implemented:

**Output 1:** Strengthened policy and legal framework for digitally grounded, secure, coordinated and quality public service delivery;

1. Establishment and operationalization of the Digital Transformation Office within the Government's Office, to lead, strategize, prioritize, coordinate and monitor implementation of Taza Koom Concept and Action Plan, but also to communicate and enable innovative culture using whole of a Government approach is expected. This includes development of mandates, operating principles, performance management system (that includes gender indicators), communication, monitoring and reporting system;
2. Supporting E-leadership development for Digital Transformation process under Taza Koom;



3. Establishment and operationalization of the Government Chief Information Officer (GCIO) System taking into consideration gender quotas in decision-making;
4. Improving gender-sensitive legal and regulatory framework for digital development by revising existing and introducing new regulatory documents for reference;
5. Stimulating the establishment and development of the ICT-driven innovations and partnerships through Innovation Facility/Lab incubation, and implementing 3 policy/public service experiments, 1 of which will be gender-specific during the 2018;

**Output 2:** Improved use of innovative technologies stimulates access to quality public services especially by vulnerable members of the community;

During the initial stage, the project is planning to work in the following outlined areas:

1. Gender-sensitive standardization of the e-services development processes (e-Service Standard, Business process Reengineering, etc.)-
2. Development of the priority e-applications and e-services:
  - 2.1. Business processes revision of the back office running for delivery of improved gender-oriented public services through the public service kiosks;
  - 2.2. Establishment of the National Geospatial System
  - 2.3. Innovative ICT solutions for youth employment with ICT for girls component;
3. Communication campaign to inform population and especially women about availability of new resources and accesses for the services available to follow;

**Output 3:** Strengthened multi-stakeholder capacity to adopt, plan, integrate, coordinate, track, and use gender-sensitive technological innovation and e-governance (digital transformation);

During the initial stage, the following activities will be undertaken:

1. Digital skills needs assessment, strategy and road map for digital economy, civil servants and general public with the focus on women;
2. Development of the comprehensive gender inclusive learning programme, knowledge sharing and collaborative platforms for digital transformation
3. Support in building strategic links among the Government, academia and businesses to ensure sustainable supply and demand interaction for required capacity development;
4. Organizing trainings/workshops in the priority areas to be identified;

**Output 4: Gender mainstreaming in digital transformation for good governance**

1. Digitalization of capacity exercise for state responsible institutions, in particular, law enforcement agencies and those, covering social needs- health related institutions, state owned hot-line and providers and deployment of E-government in the systems of social and political control on prevention of SGBV and domestic violence, with engagement of women's groups to monitor and expertise;
2. Gender-aware digital government policy processes can better support women's and girl's capacities in IT and in accessing services online, with engagement of private sector through Pro-Bono model;
3. Popular media and e-applications platforms for on-line interactions of the responsible state institutions with the public and especially those in need on the response to harmful practices

#### ***Resources Required to Achieve the Expected Results***

The project will be implemented using UNDP TRAC and catalytic funding resources at the initial stage, Democratic Governance Funding Window in the amount of 300,00 for supporting women



initiative, Russian Federation Government funding of the related digital skills for youth employment project, and the Government Cost Sharing being negotiated to demonstrate commitment to the area of prioritized development under Taza Koom Digital Transformation Agenda. It will be further supported by other donors working in the field to complement the efforts in a well-coordinated manner, building on a whole of a government and whole of a society approach.

### **Partnerships**

The project main objective to set up Taza Koom innovation facility is based on the principles of collaboration and multi-stakeholders partnership among the Government, civil society, women's groups, business and academia where relevant. Drawing on existing good practices, UNDP will work closely with the Government's Office, key national institutions engaged into the Taza Koom programme implementation such as State Committee on Information Technology and Communication, State Registry Service, Ministry of Economy, Ministry of Social Protection and Labour, Municipal services and other, but also the civil society organizations, women's groups, informal institutions,<sup>10</sup> business sector representatives. The project has set up close links with the UNDP Regional Innovation Hub and its Knowledge and Innovation Facility, and UNDP Centre for Public Services Excellence based in Singapore. Cooperation with other countries in the region with successful digital transformation and innovation labs projects implemented such as Moldova, Georgia and Armenia is already ongoing and to be further strengthened and deepened.

In addition, UNDP will closely collaborate with UNCT, UN GTG and donors' coordination group set-up on Taza Koom and e-governance, and will continue its close coordination with the WB Regional Digital Casa project working in the field of digital infrastructure building.

### **Risks and Assumptions**

The key risks and assumptions in respect of implementation of the initiative relate to:

- Impetus around Taza Koom as a ICT backbone for long term structural transformation of Kyrgyzstan remain a common shared vision by public servants and politicians across electoral cycles;
- National resources are availed for investment in key catalytical Taza Koom interventions that have knock on effect (Accelerator effect) to realization of other aspects of the strategy;
- Public remains confident of the vision for improved quality of life provided by the initiative linked to the national development interventions;
- A culture of transformation amongst the younger population, the engine for innovation, takes root in a fairly short period;
- Expertise is retained in delivering initial and subsequent input into deployment of interventions and that there is success in the results of early investments building public confidence in the possibility;

### **Stakeholder Engagement**

The target groups will be identified based on previous experiences and lessons learnt. UNDP will facilitate engagement of a wide range of citizens, both men and women, elderly and young, people living with disabilities, representatives of various ethnic groups and confessions. It will continue working with the women's group and movements through the UNiTE to End Violence against women and girls national network, and specifically target vulnerable young women, survivors of SGBV, single mothers and other.

Partnership with private sector will be particularly targeted under the Innovation Lab experimentation for the three policy/public services planned during the initial stage, and to strategically follow under the output 3 on strengthened multi-stakeholder capacity to adopt, plan, integrate, coordinate, track, and use technological innovation and e-governance.

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<sup>10</sup>Religious leaders, women ('atyncha', 'aksakals') as vital partners in prevention of violent extremism

### ***Sustainability and Scaling Up***

Agile approach to project management will be ensured to start small with well-defined pilot projects to manage risks of failure, and moving towards scaling up phase with pilot projects their worth to maximize the impact. It is National Implementation project with UNDP providing direct support to its implementation, and the national ownership and capacities development will be ensured throughout the project through a variety of tools to be engaged: secondment of the staff to support expertise development, in-house trainings and learning, institutional development and integration of all processes and activities into the Government workflows.

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#### **IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)**

UNDP will be using a portfolio management approach to improve cost effectiveness by leveraging activities and partnerships with other Taza Koom initiatives and projects of the Sustainable Development Goal 16 cluster. Programme manager will be responsible for overall day-to-day programme coordination, decision making and implementation, consolidation of workplans and related programme documents, development of progress reports and reporting to Project Governance body. S/he will be supervising work of relevant project coordinators and specialists, and closely coordinating the work with all other UNDP projects of Sustainable Development Goal 16 and 5, and in particular with UNDP gender programme, Programmes on Inclusive and Sustainable Economic Growth and Programme on Environment and Resilience. The programme manager will also work closely with UNDP Country Office colleagues in Programme and Operations on planning, communication and operational management of the projects, as well as reporting, accounting, monitoring and evaluation of the project activities.

## V. RESULTS FRAMEWORK<sup>11</sup>

**Intended Outcome as stated in the UNDAF/Country Programme Document Results and Resources Framework, including baseline and targets:**

*By 2022, institutions at all levels are more accountable and inclusive, ensuring justice, human rights, gender equality and sustainable peace for all.*

Baseline (2015):

Voice and Accountability: -0.5

Government effectiveness: -0.9

Political stability and absence of violence: -0.9

Control of Corruption: -1.1

Target:

Voice and Accountability: 0.15

Government effectiveness: 0.10

Political stability and absence of violence: 0.10

Control of Corruption: 0.1

**Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:**  
**Accountable institutions, justice and peace**

**Applicable Output(s) from the UNDP Strategic Plan:**

- Countries have strengthened institutions to progressively deliver universal access to basic services
- Faster progress is achieved in reducing gender inequality and promoting women's empowerment

**Project title and Atlas Project Number:**

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>12</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1 (2018)	Year 2 (2019)	Year 3 (2020)	Year 4 (2021)	Year 5 (2022)		FINAL (2022)

<sup>11</sup> 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.

<sup>12</sup> 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.

<p><b>Output 1:</b> Strengthened policy and legal framework for digitally grounded, secure, coordinated and quality public service delivery</p>	<p><b>Activity 1.</b> Establishment and operationalization of the Digital Transformation Office within the Government's Office to lead innovations, strategize, coordinate and monitor implementation of Taza Koom Action Plan 2018-2022; <b>Activity 2.</b> Establishment and operationalization of the Government Chief Information Officer (GCIO) System;</p>	<p>SCITC reports and analytics  Agency of Public Service reports</p>	<p>0 – NO DTO established; 0-No GCIO established;</p>	<p>1 – DTO established; 1- GCIO established</p>	<p>1 – DTO established and operational; 1- GCIO established and operational;</p>	<p>1 – DTO established and operational; 1- GCIO established and operational;</p>	<p>1 – DTO established and operational; 1- GCIO established and operational;</p>	<p>1- GCIO established and operational;</p>	<p>Government regulations on e-Governance National Council, DTO and GCIO;  Risks- frequent changes in Government, including PM appointment that may influence on e-leadership commitments, decisions and priorities</p>
<p><b>Activity 3. Improving legal and regulatory framework for digital development</b> (number of legal and regulatory acts in the area of e-governance, cumulative figures)</p>	<p>SCITC reports and analytics Laws and by-laws developed NISI report on citizens satisfaction with public services</p>	<p>0</p>	<p>10</p>	<p>20</p>	<p>30</p>			<p>Adopted laws and Government regulations on e-Governance;  Risks- frequent changes in Government, including PM appointment that may influence on e-leadership commitments, decisions and priorities; Parliament ratifications on draft laws could take more time</p>	
<p><b>Activity 4. Stimulating the establishment and development of the ICT-driven innovations and partnerships through Innovation Facility/Lab</b> (Innovation Lab established and operational)</p>	<p>Government Office SCITC SRS NISI report on citizens satisfaction with public services</p>	<p>0</p>	<p>Gov. Innovt. Lab established 3 policy experiments held</p>	<p>Gov Lab Institutionalized 5 policy experiments held</p>	<p>Citizen driven innovations supported</p>	<p>Citizen driven innovations supported</p>	<p>Citizen driven innovations supported</p>	<p>Collaborative partnership between the Gov and Citizens  Results of the citizens satisfaction reports could be affiliated with no directly related to Taza Koom agencies/processes; external shocks, etc</p>	

<b>Output 2:</b> Improved use of innovative technologies stimulating access to quality public services especially by vulnerable members of the communities;	<b>Activity 2.1. Standardization of the e-services development processes</b> (number and quality of standards and technical regulations in the area of e-governance developed and adopted)	SC/ITC Reports	0		5	10	10	10	10	10	10	
	<b>Action 2.1.1.</b> Priority public e-services development – number of public e-services developed (% of e-services from total public services)	SC/ITC reports	0		10%	30%	50%	80%	100%	100%	100%	
	<b>Action 2.1.2.</b> Business Processes reengineering for back office to function based on Tunduk interoperability system – analysis, technical regulations; etc		0		10%	30%	50%	80%	100%	100%	100%	
	<b>Activity 2.2. Development of the priority e-applications and e-services:</b>	SC/ITC reports										
	<b>Action 2.2.1</b> Establishment and development the National Geospatial Infrastructure and system - % of geo-services from total number of e-services	SRS, SC/ITC reports	0		5%	10%	15%	20%	30%	30%	30%	
	<b>Action 2.2.2.</b> Innovative ICT solutions for youth employment- number of e-applications and services provided to youth	Ministry of Education, SC/ITC reports	0		3	5	7	10	10	10	10	
	<b>Action 2.2.3.</b> Development of the e-participation applications and services- number of e-participation's platforms and services	SC/ITC and other relevant agencies reports	0		1	3	5	7	10	10	10	
	<b>Activity 2.3. Implementation of the smart city project</b> – number of smart city solutions and e-services	Government's Office City municipalities SRS reports	0		3	5	7	10	20	20	20	

<b>Output 3:</b> Strengthened multi-stakeholder capacity to adopt, integrate, coordinate, track, and use technological innovation and e-governance (digital transformation);	<b>Activity 3.1. Digital skills needs assessment, strategy and roadmap for digital economy, civil service and general public</b>	SCITC, Civil Service	0	1	1	1	1	1	1	1	1	1
	<b>Activity 3.2. Development of the comprehensive learning programme, knowledge sharing and collaborative platforms – number of programmes and platforms/sections developed, institutionalized and used</b>	SCITC, Civil Service	0	5	10	15	20	25	25	25	25	25
<b>Output 4:</b> Gender mainstreaming	<b>Activity 3.3. Building strategic partnerships among Government, academia, business sector to develop required at the market and the Government workforce</b>	SCITC, Civil Service	0	1	2	3	4	3	3	13		
	<b>Activity 4.1: Capacity development exercise</b> <b>Activity 4.2. Policy development processes;</b> <b>Activity 4.3 Media and e-applications platforms</b> Taza Koom initiative and e-services for women and survivors of SGBV	Reports, On-line trainings, e-applications	0	2	4	6	6	3	3	25		

## VI. MULTI-YEAR WORK PLAN <sup>1314</sup>

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	Y4	Y5		Funding Source	Budget Description	Amount
		<b>Output 1:</b> Strengthened policy and legal framework for digitally grounded, secure, coordinated and quality public service delivery <i>Gender marker:</i>	<b>Activity 1.1.</b> Establishment and operationalization of the Digital Transformation Office within the Government's Office to lead innovations, strategize, coordinate and monitor implementation of Taza Koom Action Plan 2018-2022; <b>Activity 1.2.</b> Establishment and operationalization of the Government Chief Information Officer (GCIO) System; <b>Activity 1.3.</b> Improving legal and regulatory framework for digital development <b>Activity 1.4.</b> Stimulating the establishment and development of the ICT-driven innovations and partnerships through Innovation Lab	100,000	100,000	50,000		30,000	20,000	PM Office, SCITC, UNDP
	100,000	50,000	20,000	10,000	10,000			200,000 USD		
		100,000	50,000	50,000	50,000	50,000			300,000 USD	

<sup>13</sup> 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

<sup>14</sup> 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.

Sub-Total for Output 1											800,000 USD		
<b>Output 2:</b> Improved use of innovative technologies stimulating access to quality public services especially by vulnerable members of the communities <i>Gender marker:</i>	<b>Activity 2.1. Standardization of the e-services development processes (e-Service Standard, Business process Reengineering, etc.)</b>										UNDP Government CS	100,000 USD	
	<b>Action 2.1.1. Priority public e-services development</b>										UNDP Government CS	To be mobilized	350,000 USD
	<b>Activity 2.2. Development of the priority e-applications and e-services:</b>										UNDP	To be mobilized	200,000 USD
	<b>Action 2.2.1 Establishment and development the National Geospatial Infrastructure and system</b>										Donor	To be mobilized	5,000,000 USD
	<b>Action 2.2.2. Innovative ICT solutions for youth employment</b>										Donor	To be mobilized	800,000 USD
	<b>Action 2.2.3. Development of the e-participation applications and services</b>										Donors	To be mobilized	410,000 USD
	<b>Activity 2.2.4 Implementation e-fiscalization project</b>										Kyrgyz Government	To be mobilized	7,500,000 USD
	<b>Sub-Total for Output 2</b>												14,360,000 USD
	<b>Output 3:</b> Strengthened stakeholder capacity to adopt, plan, integrate,	<b>Activity 3.1. Digital skills needs assessment, strategy and the roadmap for digital economy, civil service and general public</b>										UNDP	20,000 USD



coordinate, track, and use technological innovation and e-governance (digital transformation); <i>Gender marker:</i>	<b>Activity 3.2. Development of the comprehensive learning programme, knowledge sharing and collaboration platforms</b>							100,000 USD
	30,000	30,000	20,000	10,000	10,000	10,000	UNDP	
	<b>Activity 3.3. Building strategic partnerships among Government, academia, business sector to develop required at the market and Government workforce</b>							180,000 USD
	40,000	40,000	40,000	30,000	30,000	30,000	UNDP	
	MONITORING							
	<b>Sub-Total for Output 3</b>							<b>300,000 USD</b>
Output 4: Gender Mainstreaming	<b>Activity 1: capacity exercise</b>							
	180,000	120,000	100,000	100,000	100,000	100,000	UNDP	
	<b>Activity 2: policy processes;</b>							
	<b>Activity 3: Media and e-applications platforms</b>							600,000 USD
	<b>Subtotal for Output 4</b>							<b>600,000 USD</b>
General Management Support	250,000	250,000	250,000	150,000	100,000	100,000	UNDP	
<b>TOTAL</b>								<b>17,060,000 USD</b>

## VII. 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.		
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.		
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.		
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.		
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.		
Project Report	A progress report will be presented to the	Annually, and at			

	<p>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.</p>	the end of the project (final report)		
<p><b>Project Review (Project Board)</b></p>	<p>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.</p>	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.	

**Evaluation Plan<sup>15</sup>**

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
e.g., Mid-Term Evaluation						

<sup>15</sup> Optional, if needed

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## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented by UNDP using the direct implementation modality (DIM) in accordance with UNDP rules and regulations. International and national experts will be involved as required. The UNDP Country Office will provide specific quality assurance, oversight and support services for project implementation through a project office set up.

The main management functions relating to this Project are outlined as follows:

The Project Board will be responsible for taking management decisions for the project. All decisions will be achieved through consensus. Decisions taken will be integrated into annual workplans (revised) by the Implementing Partners as approved by the board approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with the standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. The Project Board will consist of the Executive (UNDP), Senior Beneficiary (national counterparts implementing the project), Senior Supplier (donors who contributed to project funding) and meet at least once a year.

*The Executive* is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher-level outcomes and its sustained linkage to the development priorities at the national level. The Executive will ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier and also integration of aspirations of the international normative framework, including the sustainable development goals (SDGs).

*The Senior Beneficiary* is responsible realization of the objectives for implementation of the project in the first place. In doing so, ensuring that aspirations for inclusiveness, a whole of Government and a whole of society approach are integrated and regularly validating the needs for those that are the ultimate beneficiaries of the project using deliberate consultative mechanisms. Further, applying mechanisms for monitoring that the solutions will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary's role is to monitor progress against targets and the established quality criteria.

*The Senior Supplier* represents the interests of the parties which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Project Steering Committee is to monitor and advice related to project implementation based on the information provided by annual and quarterly reporting and regular consultations with the parties involved. The Senior Supplier role must have the authority to commit or acquire supplier resources required.

UNDP Assistant Resident Representative ensures overall programme oversight and quality assurance from the Country Office (CO) side, strategic communication on programme results with donors and national partners. He will be supported by a Programme Associate who will be responsible for programme implementation oversight, effective delivery of project activities consistent with UNDP rules and regulations and monitoring relevant projects results.

International Chief Technical Advisor (ICTA) will provide strategic expert support, technical expertise and advice in project planning, implementation, M&E as well as reporting and communication, including development of knowledge products and other communication materials.

The ICTA will also build the capacity of national staff and will provide substantive support on resource mobilisation and partnership building related efforts of the UNDP Country Office.

Project Operations Unit provides administrative, personnel, procurement and financial support to the project.

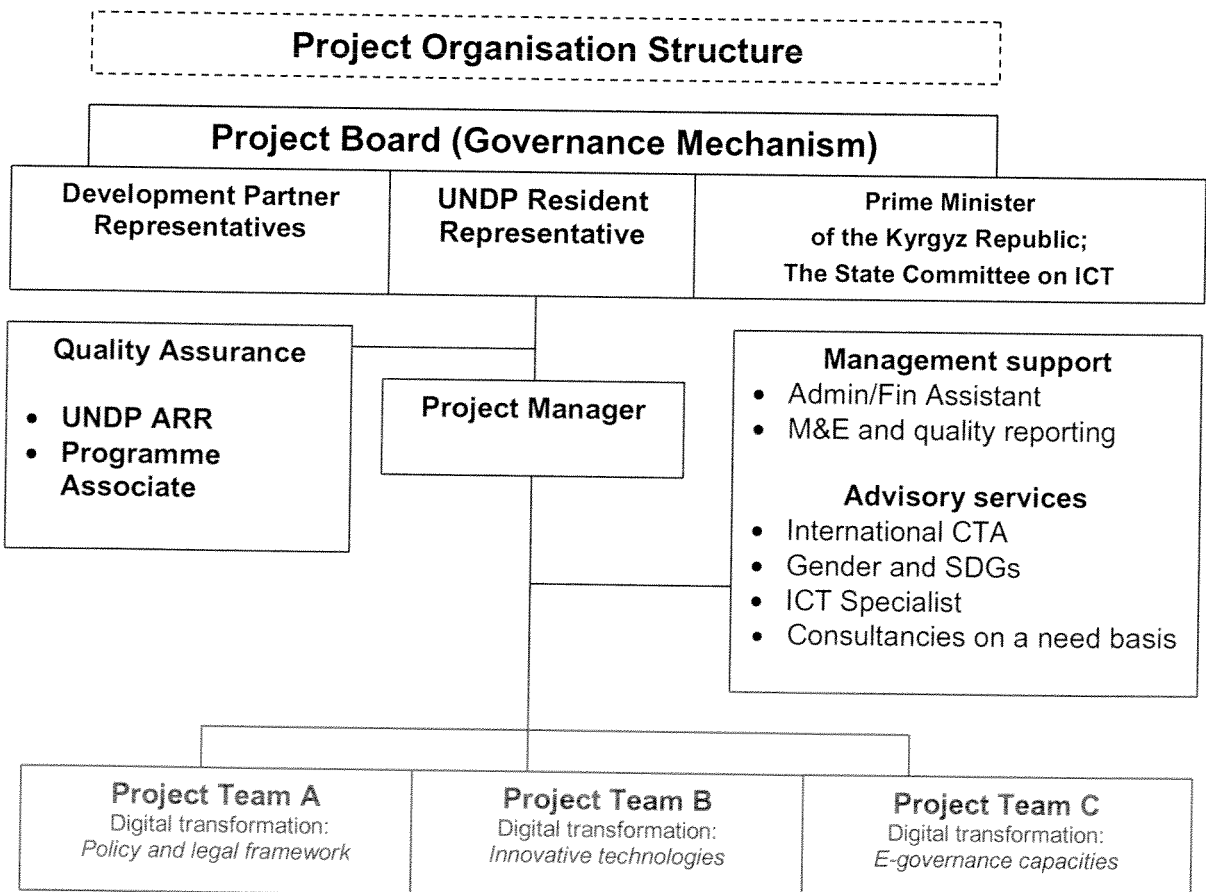
Programme Manager (PM) will be responsible for overall day-to-day programme coordination, decision making and implementation, consolidation of work plans and programme papers, preparation of progress reports, reporting to the project supervisory bodies, and supervising the work of the relevant project staff and experts.

Programme Manager will be reporting to Assistant Resident Representative on project implementation issues and cooperate with UNDP CO Focal Points in planning and operational management of the Project, as well as reporting and accounting, monitoring and evaluation of the Project activities.

The project will comprise various project teams that will be formed based on the profile and needs of specific project on State Registry Service, Safe City, Constitutional Chamber, E-participation, Digital Youth and Women and Digitalization, and other

The project will also work UNDP Gender team to mainstream gender issues into all project activities.

Short-term Consultants/Experts will be attracted on as needed basis to render specific technical and expert support required for the project.



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## IX. LEGAL CONTEXT AND RISK MANAGEMENT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on 1993. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

### RISK MANAGEMENT STANDARD CLAUSES

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]<sup>16</sup> [UNDP funds received pursuant to the Project Document]<sup>17</sup> 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](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the SBAA *[for 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

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<sup>16</sup> To be used where UNDP is the Implementing Partner

<sup>17</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://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. *Choose one of the three following options:*

*Option 1:* 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.

*Option 2:* Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

*Option 3:* UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

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

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

- 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.

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## X. ANNEXES

### 1. Project Quality Assurance Report

- 2. Social and Environmental Screening Template [English][French][Spanish]**, including additional Social and Environmental Assessments or Management Plans as relevant. (*NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities*).

- 3. Risk Analysis.** Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions

### 4. Project Board Terms of Reference and TORs of key management positions