UNITED NATIONS DEVELOPMENT PROGRAMME

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PROJECT DOCUMENT

[Serbia]

Project Title: Open Data – Open Opportunities
Project Number:
Implementing Partner: Office for IT and e-Government (ITE)
Start Date: 15 September 2017 **End Date:** 31 December 2019
LPAC Meeting date: 21 April 2017

Brief Description

The project will support the development of an open data ecosystem in Serbia that will catalyze improved government delivery to citizens and generate economic growth.

It follows the recommendations from the Open Data Action Plan set out in the Open Data Readiness Assessment (ODRA, conducted by UNDP and World Bank in 2015), which is in line with Serbia's Action Plan for the Development of e-Government. On a wider scale, the project will contribute to the implementation of the E-Government Development Strategy as well as the Public Administration Reform Strategy, considerably bridging the gap to European and global best practices in governance.

Working on all three levels of the Open Data ecosystem (policy and regulation/top-down, support to individual agencies and generation of champions/middle-out, and demand for open data and innovative reuse/bottom-up), the project creates new and firm linkages between all actors vital for ensuring sustainability.

Contributing Outcome (UNDAF/CPD, RPD or GPD):
By 2020, governance institutions at all levels have enhanced accountability and representation to provide better quality services to people and the economy

Indicative Output(s):
Governance institutions operate in a more open and effective manner

Total resources required:		$1,002,696
Secured resources:	**UNDP Serbia:**	$23,500
	World Bank:	$305,340
	SIDA (parallel):	$204,660
	Government (In-Kind):	$92,640
	UK GGF:	300,996
	UNDP IRH:	58,000
Expected resources:	**UNDP IRH:**	17,560
Unfunded:		0

Agreed by (signatures)[1]:

UNDP	Implementing Partner Office for IT and e-Government (ITE)
Print Name: Karla Hershey	Print Name: Mihailo Jovanovic
Date: 12 October 2017	Date: 12 October 2017

[1] Note: Adjust signatures as needed

I. DEVELOPMENT CHALLENGE

The initiative is grounded in the UNDP Strategic Plan, the global Sustainable Development Goals, the Data Revolution Report and UNDP's ongoing work in response to the challenges being witnessed in Serbia and the broader region. These challenges prevent local communities from making the most use out of the data they possess and enabling an environment where the private sector can use the data for spurring innovation and better investment planning. Instead, the potential of data to improve efficiency and transform decision-making remains limited. **These challenges include the insufficient number of data sets made open, low level of awareness about the potential of data, practice being ahead of the current business processes and regulation, low levels of data literacy among both citizens and the public sector, lack of regional benchmarks, lack of connections between the data suppliers and data users, divisions within data users, low quality of data released, lack of sex and other groups-disaggregated data, and inadequate engagement with loose groups of citizens.**

Data is probably one of the most valuable and least utilized assets of modern governments.[2] The primary purpose of open data initiatives worldwide is to help governments, businesses, and societies more smartly utilize the data resources they already possess, and to empower them to compete in an increasingly digital world and successfully leverage the data revolution. *Open data refers to digital data that is available online, for free or at a marginal cost, for anyone to use and republish for any purpose, and in a format that can be readily processed and analyzed by computers.* Open data initiatives in many cases refer to turning data that is already publicly available into formats that can be reused, making it a powerful resource for more effective governance and citizen engagement, as well as job creation and economic growth.

Across the world, local and national governments are learning that smart data management helps them improve efficiency in the provision of public services, improve outcomes for citizens, increase participation of citizens and society as a whole, and create new businesses and job opportunities. Open data has been recognized worldwide as the key enabler for achieving the post-2015 United Nations Sustainable Development Goals, and its transformative potential for governance acknowledged in global initiatives such as the Open Government Partnership (OGP). The project directly contributes to SDG 16 - *Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels*, target 16.10 - *Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.* The United Kingdom is a global leader on open data and actively engages on sharing this expertise throughout the world. The project will seek strong linkages with UK-based institutions such as the Open Data Institute, as well as experts working on open data within and outside the British Government.

This trend has profound implications for governments, companies and individuals. Some of the **benefits** of opening data are:

1. **Increased accountability and transparency in government administration**: Open data makes the work and decisions of officials more visible, leading to greater accountability for poor or corrupt decisions. Anti-corruption apps and websites using open data have been launched in countries as diverse as Slovenia and Brazil. Open data empowers communities: the truth about crime rates, educational achievement, social services, and so on is much more clearly visible. It may lead to more accurate conclusions and better decisions, as a wider variety of interested parties have the opportunity to examine the facts.
2. **Citizen-driven improvements in public service delivery**: Open data improves the efficiency of public services by creating stronger incentives for government workers to understand their own collections of data and to improve quality, and by reducing bureaucratic friction to sharing information among different ministries. Examples of these public-service improvements include a data-driven program to make education funding more effective in the Philippines, an open data application that made the Moscow transit system more efficient, and a French data platform to help mayors negotiate better rates from water utilities. Since open data can address development goals across sectors (private sector development, energy, food security, healthcare, education, etc.), it can play a significant role in alleviating poverty, increasing shared prosperity, and encouraging participatory development.
3. **Improvement in the business climate by spurring entrepreneurship and encouraging private sector development**: Open data drives economic growth as more small companies spring up that

[2] Data has often referred to as "the new oil" by business leaders, academics and development practitioners, while the UN's report *A World That Counts – Mobilizing the Data Revolution for Sustainable Development* states: "Data are the lifeblood of decision-making and the raw material for accountability. Without high-quality data providing the right information on the right things at the right time; designing, monitoring and evaluating effective policies becomes almost impossible."

extract useful information from open data in creating new and innovative services. For example, large open datasets related to weather, GPS, and real estate have formed the basis for companies worth billions of pounds. Open data has fueled a growing number of smaller companies in many countries and in many sectors of the economy, while also helping larger established companies as a critical resource for optimization. In the energy sector, for example, a German company publishes a portal with comparative electricity costs; a Dutch company uses geospatial mapping data to help clients find oil and gas; a Spanish company uses weather data to help predict and adjust to energy needs; and businesses around the world use data to improve their energy efficiency and optimize energy use. For the recent Directive on Public Sector Information, the European Commission estimated a potential direct market for open data-based businesses of up to €40 billion a year and a potential total benefit for the EU economy of up to €200 billion. The Warsaw Institute of Economics estimated that new EU Member States could expect gains of 1.8% of GDP based on increasing efficiency, provided that they had sufficient strength in innovation, IT, and knowledge-intensive services. For a country like Serbia, open data would also contribute to attracting foreign direct investment, as it facilitates location planning and communicates an openness to business.

The Republic of Serbia is ranked #48 out of 97 countries in the 2014 Global Open Data Index, which measures the openness of data around the world (a decrease from 2013, while it is not yet included in the 2015 index). Among the top 20 are countries ranging from Taiwan to Romania, the UK, India, Colombia, Bulgaria, Denmark, Uruguay and Australia.

The availability of good data, data management and exchange practices within Government, as well as overall comprehension of evidence-based policy making, have been recognized as crucial challenges for transforming the Serbian state in line with the European administrative space. In 2015, Serbia has taken initial actions to change this picture, among other things through implementing an open data initiative. The **Strategy for the Development of e-Government[3] features the introduction of an open data policy**. As a first step in this direction, upon the initiative of the Ministry of Public Administration and Local Self-Government (Directorate for e-Government), an **Open Data Readiness Assessment** (ODRA) was conducted in June-November 2015, through cooperation between UNDP and the World Bank.

The ODRA finds that **Serbia is in a position to move forward with an Open Data Initiative**. The Strategy for Development of e-Government, as well as the National Action Plan for the Open Government Partnership (OGP) [4] within the context of public administration reform provide a good general backdrop, while at the same time enough quick wins have emerged that allowed a speedy start with a range of pilots. According to the ODRA, The existing legal framework provides a solid starting point and, although specific concepts such as re-use do not currently exist in the legal sense, no specific inhibitors play a role. Access to information, copyright and data protection laws create plenty of working room for open data to be released.

The assessment found a wide range of government bodies willing to move forward with open data as a means to increase government effectiveness. This was further confirmed in the immediate aftermath of ODRA: UNDP has worked with pilot institutions resulting in the first releases of datasets from the Public Procurement Office, the Ministry of Interior, the Ministry of Education and Science, the Agency for Environmental Protection, and the Agency for Medicines and Medical Devices.[5] In February 2016, the Commissioner for Information of Public Importance and Personal Data Protection released its open data portal, now providing access to all data held by the independent institution in open form.[6] Several other institutions, such as the Ministry of Public Administration and Local Self-Government, Ministry of Finance, National Statistics Office, the Public Policy Secretariat, the Business Register Agency, and the Central Register of Compulsory Social Insurance (CROSO) showed a clear interest, while being realistic as to their current situation and opportunities. This provides strong opportunities for larger-scale pilot projects, which in turn will provide the experience and motivation that will bring other agencies to the table as well.

In terms of technical capacity and current data sharing practices, the ODRA thoroughly examined Government Data Management Policies and Procedures (Chapter 4, p.18-20) and provides an overview of currently available datasets (p.32-35); the full document is provided in the Annex. The technical capacities and available resources vary between different departments and institutions even on the central level: in the inception stage, one of the criteria for selecting first pilot institutions related to their technical capacity and ability to endorse an open data agenda quickly. Most national-level bodies have either an ICT unit or a responsible staff member with adequate skills for data management; at the same time, fiscal constraints and

[3] The Strategy and Action Plan were adopted in December 2015, including specific actions for implementing ODRA recommendations.

[4] A new OGP National Action Plan (2016-17) is under development. The Ministry of Public Administration and Local Self-Government, which coordinates its development and implementation, has formed a working group and aims to have the NAP endorsed by April 2016.

[5] All of the released datasets can be found on data.gov.rs.

[6] data.poverenik.rs

general understaffing typically mean such units/individuals require additional external support for transforming their data into reusable formats. With the adoption of the new Law on General Administrative Procedure, a strong emphasis is now placed on data exchange between institutions, facilitated through e-government services. This will also bring momentum for additional training in data processing and analytics in individual departments.

In terms of procedures and regulations, there are no legal barriers to releasing open data in Serbia. However, the legal framework does not recognize the right to reuse nor the concept of open data, which would constitute an important milestone in creating an enabling environment. Two processes currently underway present opportunities to reach these milestones: amendments to the Free Access to Information Act, and the drafting of a Law on Electronic Government. Analyses conducted for the Open Data Working Group recognize the former as the preferred context for transposing the EU's Public Sector Information Directive, while the latter should include regulation of the national open data portal.

Concerning data availability, a more thorough and government-driven effort should aim at developing a national data inventory (which should then be published as open data). The National Statistical Office has recognized this effort as one in which they may take a leading role, along with the codification of data standards and establishment of uniform metadata catalogues across government.

The ODRA also found **strong demand from the business community and civil society (to decrease the cost of doing business, and to increase transparency in various policy areas)**.

Post-ODRA, interest in open data has grown considerably both within and outside Government. The Ministry of Public Administration and Local Self-Government amended the draft Strategy and Action Plan for Development of e-Government to incorporate all major elements of ODRA recommendations. It has also been decided that the next National Action Plan for the Open Government Partnership (2016-17, due for submission in June 2016) will place a strong emphasis on Open Data. On 4 November 2015, Serbia co-hosted with UNDP an event at the 6th Conference of State Parties of the UN Convention against Corruption dedicated to Open Data in the fight against corruption. In early December, UNDP supported the organization of the Open Data Hackathon, where 11 applications were built utilizing data opened by the first pilot institutions and presented at the first national conference dedicated to open data[7]. On that occasion, top Government officials publicly embraced Open Data as a critical driver of development and public administration reform, endorsed the Open Data Action Plan, and appealed for joint learning with civil society, data activists, academia, business and media.

Early in 2016, the Open Data Working Group (ODWG) was established by Government. In the course of five months, membership in the ODWG expanded to include new data-holders interested in opening data, as well as additional civil society groups. Individual data-holding agencies have received expert and peer support in developing more specific annual action plans, while UNDP also mapped out the types of support and exchanges that will be necessary to achieve impact over the medium run.

[7] The conference "Open Data for Efficiency, Accountability and Development" was organized by UNDP on 8 December 2015. More details on the conference and hackathon are available at http://www.rs.undp.org/content/serbia/en/home/ourperspective/ourperspectivearticles/open-data--open-opportunities.html.

II. STRATEGY

The Open Data – Open Opportunities initiative is carried out as part of the broader Strategy for Development of e-Government 2015-18, which aims to: *increase satisfaction of users of public services, reduce the administrative burden to businesses and citizens, improve public administration efficiency through ICT use, ensure national and cross-border interoperability, increase transparency and accountability, enhance citizen participation in democratic decision-making, safeguard personal data and ensure a high degree of security, support and promote advanced, sustainable, comprehensive and user-oriented electronic governance that will support the development of a knowledge-based economy.* Its objective is also *to establish firm coordination mechanisms, which will enable uninterrupted development and functioning of electronic governance.* Opening government data will directly contribute to a speedier realization of these priorities, particularly **greater government efficiency and accountability and citizen participation, while simultaneously laying the groundwork for a more sustainable electronic governance in general**.

Open data is also a **powerful driver of economic growth**. Public sector efficiency has also been recognized as one of the key priorities within the Government's Economic Reform Program for 2016-18 (ERP). Open data directly contributes to this priority, at the same time creating opportunities for the creation of new niche markets based on data innovation, enabling established businesses to optimize their operations, and opening the country to greater FDI flows.

To address the developmental challenge, the project strategy will revolve around three levels of intervention:

1. **Top-down**: Successful implementation of an open data program requires strategic guidance and top-level leadership commitment. As duly recognized in the relevant section of the Action Plan for Development of e-Government, both legislative and institutional reforms will be necessary for taking full advantage of the potential of open data. The set-up of an enabling environment calls for strong central leadership, which is as of yet still elusive. The umbrella Public Administration Reform Strategy and the horizontal Ministry of Public Administration and Local Self-Government provide solid starting points, however.

   The project will support the functioning of an inter-sectoral Open Data Working Group, structured to include a "core group" comprising institutions that will champion the open data initiative and bring expertise from several different angles, and a broader group of stakeholders that include large data-holding agencies as well as representatives of business, civil society and academia, with particular emphasis on organizations that can act as incubators of solutions and multipliers of results. The Office for IT and e-Government will coordinate the group and high-level participation of involved institutions will be sought.

   In addition, support to the formulation and realization of relevant commitments in the National Action Plan for the Open Government Partnership will be provided, as well as coordination with independent state bodies that play a crucial role in transforming government data practices (Commissioner for Free Access to Information of Public Importance and Personal Data Protection).

2. **Middle-out**: The "middle" level involves specific Government agencies that will translate open data into practical processes, release critical data sets, and elevate the function of data management within their organizational structures. Early movers – institutions that possess large amounts of data with potential for high impacts, as well as basic capacity for opening the data – should be targeted strategically and developed into best practice examples for others to follow their lead. Some of the first institutions have already been identified in the pilot stage, and will require further technical and expert support. Several other agencies, which face specific obstacles for opening data[8], would be subject to additional feasibility studies to determine optimal approaches for releasing their data in open form. International best practices also indicate the necessity for a single entry point to government data, typically an Open Data Portal operated by the government.

   The project will provide on-demand technical support and policy advice to data-holding agencies, ensuring more data is continuously released and the impact tracked, as well as support the development of a central open data portal that will integrate the functionalities of community input.

[8] For example, the Serbian Business Registers Agency (SBRA) holds highly valuable data for which there is evidence of strong demand from both business and civil society. However, as the SBRA is not a budget user, it relies on sale of data as a critical source of income. Other bodies, such as the Geodetic Authority, face constraints over data quality and would need extensive assistance in this regard. Yet others, such as the Statistical Office, would require the development of robust data anonymization standards and related skills building, prior to opening data.

3. **Bottom-up**: Open data is a tool rather than an end in itself. Without investing effort into developing and continuously expanding a community of users and re-users, the impact of open data will be limited.

   Ensuring that the data released is responsive to the needs of potential data users, that the drive for opening data is complemented with continuous skills building, and that all major strides in opening data are immediately followed by proactively created opportunities for use, will be a top priority of the project. To this end, several potential multipliers gathering relevant stakeholders have already been identified, including in the IT startup community, civil society, academic research institutes, and media. This network will expand and will be invited to join ODWG meetings to ensure a consistent feedback loop. Targeted grants will be awarded for community-building purposes, and a data fellows program launched to secure creation of a group of dedicated activists who possess the skills needed for further expanding data literacy in civil society. Hackathons and boot camps, run by civil society groups, will be supported to develop and incubate data-driven software solutions improving delivery of public services and providing continuous feedback to decision-makers. The project takes a human rights-based approach to its objectives, understanding equitable access to public services as a priority and particularly prioritizing the needs of women. Open data allows public insight in decision-making processes by rights' holders and in that sense, has potential to adapt policies also to the needs of vulnerable groups.

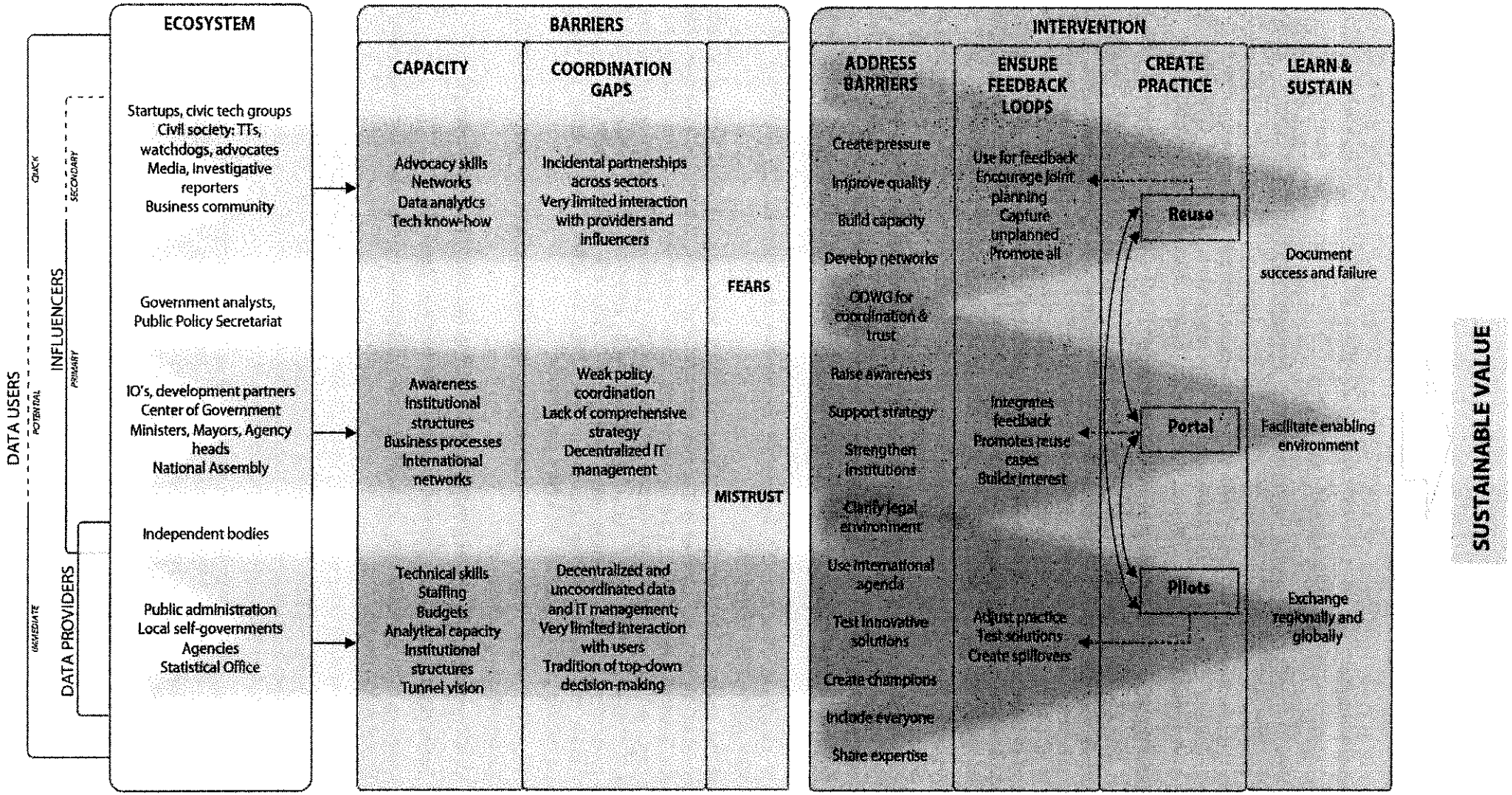
   This level of intervention transforms the data opened within specific agencies or policy settings into innovative products or services, to the benefit of citizens. It ensures both that policy is not developed in isolation and that the impact of open data is expanded across different sectors and quickly observable, laying the ground for more sophisticated solutions such as national data standards, institutional structures and funds to support data-driven innovation, etc.

Thus these three levels of intervention are interlinked and will be taking place in parallel. The ODWG is established as a venue where the three intersect, with additional activities designed specifically to support collaborative learning and exchange (such as Open Data Days).

> By targeted action on all three levels, the project will facilitate the growth of an Open Data ecosystem in Serbia that will catalyze improved government delivery to citizens and generate economic growth.

A schematic representation of the project strategy is provided below.

Open data strategy diagram



III. RESULTS AND PARTNERSHIPS

Expected Results

The project is expected to generate the following results:

1. **In the sphere of <u>policy leadership, legislative and institutional changes</u>** *(Output 1 - Government implements Open Data Action Plan and OGP Action Plan)*:

1.1 Support to the functioning of the **Open Data Working Group** (ODWG) coordinated by Office for IT and e-Government and comprising key institutions for the implementation of the open data initiative, functioning as a flexible body with continuous communication with data holders and data users.

The project will support the functioning of the ODWG through:

- Providing a part-time expert as ODWG facilitator who will moderate meetings, provide written inputs collecting best practices and tracking progress among pilot institutions, as well as monitoring use of open data, identify champions, ensure that the ODWG keeps open channels of communication with all external stakeholders, including the IT community and civil society organizations, and support revisions of the Open Data Action Plan. In the initial stage the facilitator will provide support for establishing a governance mechanism and coordinate MOUs between data-holding institutions and the core group managing the Open Data portal.
- Providing ad hoc short-term experts to advise on specific aspects of the open data program (including development of the legislative and institutional framework, addressing specific sectoral challenges, regulatory aspects such as anonymization, licensing, etc.)
- Capacity building through trainings, workshops, study visits, and mentoring
- Support for organization of meetings with the broader ODWG and public events, including joint sessions with agencies and organizations active within the Open Government Partnership.

1.2 Open data introduced into Serbia's **legislative framework** and relevant EU legislation transposed (Public Sector Information Directive)

The ODWG is charged with preparing the groundwork for amending the legal framework relevant to open data, including the Law on Free Access to Information of Public Importance (changes anticipated in the next several months) and Law on Personal Data Protection, while the Ministry of Public Administration will be the key implementer of this activity. Examples of best practices are being assessed to consider which model should be applied (e.g. amendments to existing relevant laws; a separate piece of legislation covering open data). The ODWG will also help with the preparation of relevant bylaws for ensuring implementation of open data as defined in the laws, as well as the transposition of the EU PSI directive. Activities will include:

- Short-term expert support to review existing legislation, assess comparative practices, and support impact assessments
- ODWG retreats with relevant authorities for drafting legislation (laws and bylaws)
- Public debates on draft legislative proposals concerning open data
- Meetings with parliamentary committees and public hearings on open data legislation in the National Assembly.

1.3 Initiated **institutional reform** for embedding open data in Government operations.

The optimal institutional solution for fostering the Open Data agenda within Government is yet to be identified and implemented, while it should bear the potential to evolve into a national innovations/digital transformation hub. Activities supporting this result will include:

- Expert support to the ODWG, in first instance, and to the central Government in the next stage (MPALSG, Office of the Prime Minister), in collecting best practices and assessing mechanisms for positioning Open Data within Serbia's institutional framework, including appointment of Chief Data Officer, assessment of the institutional placement of e-Government and/or initiation of a new Government innovation hub
- Facilitating the designation of open data officers in all agencies and providing training and regular exchanges with the ODWG and external stakeholders
- Providing initial support to the identified institutional solution as approved by the Government, including capacity building, functional analyses, and development of internal acts

1.4 **Impact assessment criteria** developed and tracked.

2. In the sphere of <u>publication of data and data management capacity</u> *(Output 2 - Relevant and high-impact data released in an open format)*:

2.1 Upgraded **national open data portal**, with released high-impact datasets from at least 8 institutions, directly responding to existing demand for data both within and outside Government

The ODWG will assess best practices and approve the model to be applied based on user feedback, including specific features for user interaction and feedback and whether to include functionalities for publishing data from sources other than the public sector. The Portal as a highly functional software needs to include functionalities as mapping, visualization and analysis to aid government officials, journalists, businesses and most importantly citizens in using the available data. The project will support the upgrade of the portal as endorsed by the ODWG.

In addition to serving as a platform for releasing data sets, the open data portal will establish a mechanism to receive users' requests and feedback, channel it to the respective institution and monitor responses (which should all be published on the portal). It will include features that allow users to subscribe for updates in specific fields of interests and notify them when new datasets or updates are released.

2.2 Pilot projects and individual institutions supported with opening of data; a minimum of **eight agency-level Open Data programs** launched, key datasets opened, officials and stakeholders trained to open and reuse data;

The ODWG will develop criteria identifying priority areas for open data, including impact on citizens, relevance to developmental priorities, potential for development of innovative public services, business development potential, quality of data, capacity of data-holding institution, etc. The institutions that have already implemented first pilots in fall 2015 (see above) will continue to be supported in their efforts, while new ones will be identified as well. With respect to developmental priorities, emphasis will continue to be placed on environmental, disaster risk reduction, climate change, social/poverty-related, and data related to inclusion of women and vulnerable groups.

Furthermore, local-level pilots will be initiated supporting cities in their transition/transformation into Smart Cities. The City of Belgrade, Subotica, Novi Sad, Krusevac, and more expressed their aim to transform into Smart City by using ICT, in order to increase their competitiveness, quality of life, infrastructure accessibility, etc. Under the project the cities will be invited to nominate ideas for their local community, while the project team will select those that can be implemented within the available budget and that could be easily replicated to other local communities.

Pilot institutions will be supported through:

- Access to expert advisory services, including technical expertise
- Technical support with opening data, which may include engagement with IT maintenance companies already contracted by the data holding institution
- Opportunities to have their data included in hackathons and further incubated afterwards, benefitting from early learning and feedback
- Support in equipment and hardware, where exceptionally justified and necessary (e.g. with the Ministry of Interior)
- A data fellows program, supporting students from tech universities and open data activists to assist institutions with developing their open data programs

2.3 Development of open data knowledge products and capacity building: at least two **feasibility studies** conducted for opening high-impact data in institutions facing specific constraints; at least one in-depth **sectoral readiness assessment** conducted (e.g. health, judiciary, education, social services, environment, climate change, DRR, etc.); set of **trainings** and workshops for government agencies, CSOs, media, private sector and entrepreneurs delivered;

3. In the sphere of <u>community building, solutions development and impact monitoring</u> *(Output 3 – Reuse of data by both government and external stakeholders generates business opportunities, improves public service delivery and enhances government accountability)*:

3.1 Support to development and incubation of data-driven solutions: at least **eight data-driven solutions developed** during boot camps, hackathons, or challenges and further incubated, aiming to improve public services (with at least one targeting women or girls) and promote data driven IT entrepreneurship (particularly women led start-ups); citizens and stakeholders engaged in designing services and solutions;

3.2 Support to data literacy: **Data Fellows** program launched, providing developers and activists specific opportunities to interact with policy-makers through internships in institutions to support data opening, testing the policy relevance of their ideas and informing future activities, along with mentorship by senior data analysts and IT experts; **Data literacy training program** launched, supporting skills building and networking for youth, journalists, activists, and entrepreneurs;

3.3 Support to community building: arant program implemented for establishing a vibrant and growing **open data community in civil society** advocating for implementation of Open Data Action Plan and contributing to the formulation of Government priorities, as well as for development and incubation of open data-based solutions, with emphasis on organizations that: gather large numbers of stakeholders and have the capacity to become champions of open data in their fields; propose creative uses of data for public good; represent innovative partnerships across sectors (e.g. developer groups working together with civil society organizations, academic researchers, or media)

3.4 **National Open Data Days** organized, gathering all stakeholders and the broader public in a stock-taking effort and review of achievements.

Partnerships

Data is collaborative by nature and the success of data-based 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, UNDP will strengthen existing partnerships with the World Bank, Open Data Institute (ODI), Open Knowledge Foundation (OKF), School of Data, and the Open Data for Development (OD4D) programme, as well as expand the range of partners to include key regional and global stakeholders: e.g. Transparency International and Fairplay Alliance on anti-corruption, governmental partners on procurement, the GovLab on knowledge creation, NESTA on open data challenges, and the Engine Room on citizen generated data.

Given that the project is firmly linked to other initiatives implemented by the UNDP's Istanbul Regional Hub, including those that are regional in nature, our team in Serbia will fully utilize the opportunities created for cooperation with peers in the region as well as global networks and centres of excellence.

The Office for IT and e-Government (ITE), is a newly-established Center of Government body in charge of coordinating government IT affairs and delivery of e-government, which has been mandated with coordinating the implementation of the Open Data initiative through the Strategy for Development of e-Government. As such, the ITE is the key operational partner on the project. UNDP has already developed strong relationships with ITE.

A full list of stakeholders with whom partnerships are either well established or will be sought, is provided under the Stakeholder Engagement section.

Risks and Assumptions

Risks have been assessed and analysed in the annexed risk log.

Stakeholder Engagement

The key stakeholder institutions are gathered in the Open Data Working Group (ODWG)[9], chaired by the Office for IT and e-Government. Its membership currently includes:

- Ministry of Public Administration and Local Self-Government (MPALSG): In addition to having a mandate on policy-making in the sphere of e-Government, MPALSG coordinates the implementation of the Open Government Partnership National Action Plan.
- General Secretariat of the Government
- Prime Minister's Office – Delivery Unit teams for Public Administration Reform and for IT
- Public Policy Secretariat
- Pilot open data agencies: Ministry of Interior, Ministry of Education, Science, and Technological Development, Public Procurement Office, Serbian Environmental Protection Agency, Agency for Medicines and Medical Devices,
- Other data holding agencies: Statistical Office, Ministry of Mining and Energy, Ministry of Culture, Public Investment Management Office, Administration of Joint Services of the Province of

[9] Established in February 2016

Vojvodina, Republic Geodethic Authority, National Library of Serbia, Social Inclusion and Poverty Reduction Unit

- Civil society organizations: SEE ICT, Share Foundation, Center for Research, Transparency and Accountability, Educational Center, Transparency Serbia, Serbian Association of small and medium sized enterprises
- Chamber of Commerce and Industry
- Membership of ODWG will expand to cover additional agencies and data-holders as the initiative unfolds, as well as a broader range of business sector representatives and civil society.

In addition, the Commissioner for Information of Public Importance and Personal Data Protection – both as the leading independent institution charged with access to information, and as one of the first champions of Open Data in Serbia – is informally involved in all activities, as the mandate of the institution does not allow it membership in government-organized working groups.

In addition to gathering all direct stakeholders and beneficiaries, the ODWG will serve as an informal but institutionalized steering mechanism for project activities. Membership of the broad group will continue to expand as an increasing number of stakeholders engage with open data, and ODWG will remain an important vessel for representation and meaningful participation of project beneficiaries. Specific sub-groups of ODWG are formed for different elements of the project: e.g. the working group already includes a highly engaged legal sub-group, as well as sub-groups for open data promotion and for monitoring the development of open data apps and reuse cases. A smaller "core" ODWG will also emerge for more strategic deliberation, providing the Project Board with a firm set of institutional partners for monitoring, coordination with other government plans, and further identification of beneficiaries, as well as with a channel for continuous communication with crucial stakeholders.

Target groups: further to government institutions and civil society partners, the project addresses representatives of the corporate sector, the media, as well as the research and academic community. Periodic gatherings with these target groups will ensure their data needs are taken into account when designing policy priorities and that use of open data is promoted among these groups. The project will also seek to support innovative data use in a variety of sectors, including loose citizen groups, and establish untraditional partnerships including business, established civil society and media, and civic tech groups.

Other Potentially Affected Groups: Specific activities designed to develop data skills and translate released open data into concrete solutions serving citizen needs (such as hackathons or public competitions for developing data-driven public service apps, support to IT start-ups for developing creative uses of open data, linking civil society and academia with software developers, etc.) will seek to link open data with defined developmental priorities and gaps in service provision. The project takes a human rights-based approach to its objectives, understanding equitable access to public services as a priority. Open data allows public insight in decision-making processes by rights' holders and in that sense, has potential to adapt policies also to the needs of vulnerable groups. Project activities (particularly under Outcome 3) will therefore prioritize the needs of women and vulnerable groups (including unemployed youth) and, through linkages with other UNDP initiatives in Serbia[10], ensure broad and inclusive spillover of benefits. The project will support the development and incubation of data-driven solutions aiming to improve public services (with at least one targeting women or girls) and promote data driven IT entrepreneurship (particularly women led start-ups).

Apart from this, the needs of both men and women will be taken into consideration when modelling new approaches and developing tools. To the extent that project activities may lead to new data collection or reforms in data processing in institutions, the availability of gender-disaggregated data will be prioritized. The project will also seek to ensure equal participation of men and women in project interventions.

South-South and Triangular Cooperation (SSC/TrC)

Recognizing UNDP's global dedication to Open Data and Open Government, the project will seek regional linkages through active cooperation with the UNDP Istanbul Regional Hub (IRH) and participation of Serbia in regional activities coordinated by IRH.

UNDP coordinates the regional node of the Open Data for Development program, Open Data in Europe and Central Asia (ODECA). The platform serves as a forum for knowledge exchange, learning, advocacy for open data at the regional level and promotion of regional activities at the global level. A key activity in this

[10] E.g. through coordination with our social inclusion and employment portfolio, programs that support women's entrepreneurship and girls' employability could be geared towards developing IT skills and incubating technology startups (for example, in partnership with Girls in Tech UK).

context has been the research on impact of open data in the region, with the case studies of Moldova, Georgia and Albania, due to be published soon.

In 2016, IRH will roll out a regional Open Data Leaders Network, allowing for exchange of expertise and further strengthening of local institutions championing open data.

Knowledge

A set of indicators to measure and evaluate the impact of open data initiatives will be developed. The project will support the creation and publishing of guides to opening data for institutions, as well as translation into Serbian of existing toolkits and case studies collecting global best practices. Knowledge sharing will be ensured also through the already institutionalized Open Data Working Group, which in part functions as a peer learning platform, as well as informing the overall implementation of the Public Administration Reform Strategy. The data fellows program will be complemented with mentorship provided by more senior experts engaged as technical support consultants, with civil society partners ensuring regular open data meet-ups to exchange lessons learnt.

Sustainability and Scaling Up

The intervention is designed so as to ensure sustainability of results and institutional ownership is inherent in the planned activities. **The proposed actions are already incorporated into the national strategic framework** – explicitly, through the Strategy for Development of Electronic Government, and implicitly, as stated in the priorities of transparency and public participation in the PAR Strategy, as well as indirectly as linked to the priorities of economic reform. Activities envisage specific amendments to legislation and institutional structures, as well as concrete infrastructural products (most importantly, the open data portal with a good deal of automated functionalities requiring minimal up keeping – the portal will also be structured to allow easy harvesting by the European Data Portal). These will be complemented by a comprehensive development of a strong local community of advocates and data users who will continue to seek higher standards with respect to open data management. The implementation of agency-specific pilot open data programs will affect institutional culture and environment, securing a sustainable framework ultimately impacting all business processes and lasting well beyond the project lifecycle.

Once an enabling environment has been established and first impacts can be recorded, scaling up can be envisaged in several directions that are not mutually exclusive:

- Moving **from national to local** level: the local level of service delivery has a high potential for moving quickly on open data and registering significant impacts. Engagement with user communities would also be easier to facilitate and groups of data holders and citizens can work together to find creative data-empowered solutions to local needs.
- **Regional dimension**: particularly from a **business perspective**, the development of a broader regional approach to open data would be highly desirable. The need for comparable and interoperable data across different countries has been recognized as one of the key principles in the international Open Data Charter, whereby signatories commit to "implement consistent, open standards related to data formats, interoperability, structure, and common identifiers when collecting and publishing data"[11].
- Open data as a **driver of broader digital transformation**: within the framework of overall e-Government development, open data has the potential to become an important catalytic tool for broader digitalization of state operation. The project will generate significant spillover effects in terms of modernizing data management in government, which can feed into an agenda for reform that is based on smart utilization of new technologies for development.

[11] http://opendatacharter.net/principles/

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The proposed project strategy takes into account UNDP's regional and global experience with implementing open data initiatives to deliver maximum results.

UNDP coordinates the regional node of the Open Data for Development (OD4D) program, the Open Data in Europe and Central Asia (ODECA) platform. ODECA's mandate includes networking with existing practitioners from institutions and civil society, including tech activists; knowledge sharing on good practices and lessons learned within and beyond the region; and promotion of experiences from the region at the global level through cooperation with OD4D and other global networks. The platform is an opportunity to showcase and promote the work that is being done in the region to a global audience. UNDP can count on a wide range of international partners, including the World Bank, School of Data and the Open Knowledge Foundation, as well as the UK Government, with which UNDP has an established track record of successful cooperation on this topic.

UNDP is also a well-established player in other countries in the ECIS region. It conducted Open Data Readiness Assessments (ODRA) and mapping of existing datasets, horizontal and vertical partnership building within the Government, engagement with different interest groups through activities like sub-regional innovation challenges in the Western Balkans or hackathons and boot camps in Serbia, Kyrgyzstan and Kosovo*, and networking and exchanging experiences with participants from other countries in the region.

This position allows us to utilize both the partnerships and the expertise already embedded in structures, without heavy investments in external expertise. In Serbia, UNDP has already forged strong partnerships related to open data (we have worked individually with all agencies that are part of the Open Data Working Group, as well as facilitated peer networks among different departments, and extensively cooperate with civil society and the start-up community). In this intervention, UNDP will fully utilize its coordination role, heavily decreasing costs by avoiding agency-specific interventions but rather focusing on a holistic approach. Our manner of work calls for demand-driven and full national ownership, secures sustainability and full utilization of domestic resources (where present) – e.g. the open data portal will be hosted by government.

In its approach, UNDP relies heavily on national capacities and uses its 'national implementation modality' where possible, where government procedures and capacities exist and are used for implementation of activities. Apart from contributing to sustainability of results, such an approach decreases operational costs, but ensures a robust monitoring and assurance of both financial and operational performance.

On an impact level, open data is expected to contribute to greater effectiveness and efficiency of Government operations, as well as to new economic opportunities and growth. Ample evidence suggests that direct economic benefits of opening data could be quite significant, not least because of the efficiencies created within government operation.[12] As most studies attempting to place a specific value on open data have been done on a global or regional scale, the project will also initiate the development of tools that could help quantify this impact in Serbia's context. In addition, since some of the most obvious savings are made through greater transparency of financial data, the project includes a strong component on open data in public finances (through parallel funding from SIDA).

Project Management

A portfolio management approach is foreseen for implementing the proposed activities, in order to improve cost effectiveness by leveraging activities and partnerships with other initiatives and projects.

Project management will be seated at the UNDP Serbia office. The management costs are calculated on a cost-sharing basis between the donors contributing to the overall portfolio. This ensures more efficient and effective implementation at less cost per donor. The project is a part of the Accountable Governance program at UNDP Serbia and will rely on synergies with other associated initiatives (e.g. Advancing Accountability in Public Finances, the parliamentary portfolio, and the range of projects contributing to public administration reform), as well as coordination with other program clusters where open data will be

* All references to Kosovo, whether the territory, institutions or population, in this text shall be understood in full compliance with United Nation's Security Council Resolution 1244 and without prejudice to the status of Kosovo.

[12] According to a recent study, "existing empirical statements [...] suggest that the value added associated with open data varies between 0.4 and 1.4 per cent of gross domestic product (GDP)" (*Permission granted: The economic value of data assets under alternative policy regimes – A Lateral Economics Report for the Open Data Institute,* March 2016)

mainstreamed (e.g. Climate Change, Resilient Development, etc.). Particular attention will be given to building synergies between this project and UNDP/GEF project "Climate Smart Urban Development Challenge (CSUD)" and its first component referring to improved access to and availability of data by an open data approach for development, management and monitoring of CSUD related performance of Serbian municipalities. Also, synergies could be established with the Introducing Energy Management Information System to the Public Buildings[13].The projects will have coordinated approach to relevant national partners and in particular local communities, to ensure best value for money and to avoid duplication.

[13] http://www.rs.undp.org/content/serbia/en/home/ourwork/environmentandenergy/energy/introducing-energy-management-information-system-in-the-public-b.html

V. RESULTS FRAMEWORK[14]

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: By 2020, governance institutions at all levels have enhanced accountability and representation to provide better quality services to people and the economy.
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: Indicator: Governance effectiveness index Baseline (2013): -0.10 Target: 0.1 by 2020 Indicator: Regulatory effectiveness index Baseline (2013): 0.15 Target: 0.44 by 2020 **CPD Output 1**: Governance institutions operate in a more open and effective manner Indicator: Public administration reform action plan implemented (Y/N) Baseline: No (Public administration reform strategy adopted, action plan to be adopted in 2015) Target: Yes Data source, frequency: Ministry of Public Administration and Local Self-Government (annual) Indicator: Percentage of implemented e-governance strategy Baseline: Strategy for development of e-governance drafted, pending adoption in 2015 Target: At least 25% of the strategy measures implemented by end 2017; 75% implemented by 2019 Data source, frequency: Ministry of Public Administration and Local Self-Government (annual)
Applicable Output(s) from the UNDP Strategic Plan: Output 2.4 Frameworks and dialogue processes engaged for effective and transparent engagement of civil society in national development Output 7.6. Innovations enabled for development solutions, partnerships and other collaborative arrangements
Project title and Atlas Project Number: **Open Data – Open Opportunities**

[14] 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	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
Output 1 Government implements the Open Data Action Plan and Open Government Partnership Action Plan	***1.1*** Number of meetings of Open Data Working Group (ODWG) held per year	*Minutes of ODWG meetings*	*4*	*2016*	*6*	*6*	*6*	*Observation*
	1.2 Extent to which open data is introduced into Serbia's legislative framework and relevant EU legislation transposed (Public Sector Information Directive) - some extent: right to reuse introduced into FOIA or other act - great extent: all relevant bylaws and guides developed - fully: PSI Directive transposed and implemented	*Adopted legislation (National Assembly website) and bylaws (agency websites)*	*Not at all*	*2016*	*To some extent*	*To great extent*	*Fully*	*Observation*
	1.3 Extent of institutional reform for embedding open data in government operations (by end of 2017) - some extent: CDO function developed in appointed in individual agencies - great extent: conceptualized or piloted institutional mechanism, introduced central coordination of IT management - fully: institutional mechanism fully implemented and staffed	*Project reports*	*Not at all*	*2016*	*To some extent*	*To great extent*	*To great extent*	*Observation*
	1.4 Impact assessment criteria developed and tracked with special emphasis on development of social (including gender) and environmental monitoring tools (yes/no)	*Project reports*	*No*	*2016*	*No*	*Yes*	*Yes*	*Observation*
	1.5 Number of commitments related to open data included in OGP Action plan	*OGP Action Plan*	*0*	*2016*	*2*	*2*	*2*	*Observation*
	1.6 Number of OGP open data commitments implemented	*OGP Report, IRM Report*	*0*	*2016*	*1*	*2*	*2*	*Observation*

Output 2 Relevant and high-impact data released in an open format	***2.1*** National open data portal developed (yes/no)	*National open data portal*	*No*	*2016*	*Yes*	*Yes*	*Yes*	*Observation*
	2.2 Number of agency-level Open Data programs launched	*National open data portal* *Training materials and evaluations*	*0*	*2016*	*3*	*8*	*8*	*Observation*
	2.3 Number of feasibility studies completed for opening high impact data	*Published studies*	*0*	*2016*	*0*	*2*	*2*	*Observation*
	2.4 Number of in-depth sector open data readiness assessments conducted	*Published studies*	*0*	*2016*	*0*	*1*	*1*	*Observation*
Output 3 Reuse of data by both government and external stakeholders generates business opportunities, improves public service delivery and enhances government accountability	***3.1*** Number of data-driven software solutions developed and further incubated	*Open Data portal, apps, tech websites (startit.rs)*	*0*	*2016*	*4*	*8*	*8*	*Observation, research*
	3.2 Data Fellows Program launched and mentorship scheme developed (yes/no)	*Project reports*	*No*	*2016*	*Yes*	*Yes*	*Yes*	*Observation*
	3.3 Number of trainings and workshops for government agencies, CSOs, media, private sector and entrepreneurs delivered	*Project reports, training evaluations*	*1*	*2016*	*3*	*6*	*6*	*Observation*
	3.4 Number of civil society organizations/networks with improved mechanisms for ensuring transparency, representation and accountability	*Project reports, grant reports, visibility materials produced*	*0*	*2016*	*4*	*6*	*6*	*Observation*
	3.5 National Open Data Days organized (yes/no)	*Project reports*	*0*	*2016*	*0*	*1*	*1*	*Observation*

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	A detailed M&E plan will be developed in the inception phase, defining who will collect data, how, and when. Progress data against the results indicators in the RRF will be analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator (when defined in the M&E plan).	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Monitoring risk management actions using the developed risk log, including measures and plans 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 has been assessed initially (next assessments at end 2016 and end 2017) 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 semi-annual project review and 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 Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output	Annually and at the end of the project (final report)			

	level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.				
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.	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.		

VII. MULTI-YEAR WORK PLAN [15][16]

EXPECTED OUTPUTS *And baseline, indicators including annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	RESPONSIBLE PARTY	Funding Source	Budget Description	2016	2017	2018	2019	Total 2016-2019
OUTPUT 1 Government implements the Open Data Action Plan and Open Government Partnership Action Plan	1.1 Activity Capacity building of ODWG (trainings, study visits) and continuous expert support to ODWG also in terms of active participation of Serbia in relevant international networks (e.g. Open Data Leaders' Network, coordinated by the UK based Open Data Institute)	UNDP	TFSCB, UKGGF, UNDP	International Consultants	0.00	19,500.00	23,900.00	4,600.00	48,000.00
		UNDP	SIDA, TFSCB, UKGGF, UNDP	National Consultants	5,000.00	23,500.00	20,400.00	4,600.00	53,500.00
		DEG	Gov't	Relevant government staff (fraction of time for open data activities)	0.00	17,520.00	17,520.00	0.00	35,040.00
	1.2 Activity Support to legislative changes (short-term expertise, retreats, public debates)	UNDP	SIDA, UKGGF, UNDP	Travel	3,800.00	12,700.00	10,000.00	0.00	26,500.00
		UNDP	UNDP	M&E	0.00	0.00	2,500.00	0.00	2,500.00
	1.3 Activity Support to institutional reform for embedding open data in Government operations (analyses, capacity building, institutional support)	UNDP	TFSCB, UKGGF, UNDP	Printing and translation	500.00	0.00	2,000.00	2,500.00	5,000.00
		UNDP	SIDA, TFSCB, UKGGF	Miscellaneous	1,500.00	4,000.00	4,000.00	500.00	10,000.00
	1.4 Activity Development of open data impact monitoring tools, with special emphasis on measuring social (including gender) and environmental impact	UNDP	Gov't TFSCB, UKGGF, UNDP	Training, workshops and conferences	8,200.00	20,700.00	44,500.00	4,800.00	78,200.00
		UNDP	SIDA, TFSCB, UKGGF, UNDP	Quality Assurance, Backstopping and Coordination	4,000.00	19,750.00	16,500.00	4,750.00	45,000.00
	2.1 Activity Open Data Portal development 2.2 Activity	UNDP	SIDA, TFSCB, UKGGF, UNDP	National Consultants	6,500.00	24,000.00	20,000.00	4,000.00	54,500.00

[15] 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

[16] 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.

	Priority institutions for releasing open data identified and provided with technical and expert support as well as additional equipment where exceptionally necessary **Activity 2.3 Development of open data knowledge products and capacity building (feasibility studies, sector assessments)**	DEG	Gov't	Relevant government staff (fraction of time for open data activities)	0.00	6,000.00	0.00	0.00	6,000.00
		UNDP	Gov't , TFSCB, UKGGF, UNDP	Company contracts	15,000.00	52,000.00	14,400.00	0.00	81,400.00
		UNDP	Gov't , TFSCB, UNDP	IT Equipment	0.00	10,000.00	55,000.00	0.00	65,000.00
		UNDP	UNDP, TFSCB	M&E	0.00	0.00	8,500.00	1,000.00	9,500.00
		UNDP	SIDA, TFSCB, UKGGF	Printing and translation	0.00	6,000.00	11,000.00	3,000.00	20,000.00
		UNDP	SIDA, TFSCB, UKGGF, UNDP	Miscellaneous	1,000.00	3,800.00	4,422.00	700.00	9,922.00
		UNDP	UNDP	Training, workshops and conferences	0.00	5,000.00	0.00	0.00	5,000.00
		UNDP	SIDA, TFSCB, UKGGF, UNDP	Quality Assurance, Backstopping and Coordination	2,000.00	22,500.00	10,500.00	2,000.00	37,000.00
	3.1 Activity Development of data driven software solutions through hackathons, competitions or boot camps **Activity 3.2 Support to data literacy (data fellows and capacity building)** **3.3 Activity Running of grant program for developing a community of users, mobilizing IT startup community, advocating for open data** **3.4 Activity Organization of National Open Data Days**	UNDP	TFSCB, UKGGF, UNDP	National Consultants	0.00	13,000.00	7,000.00	0.00	20,000.00
		UNDP	TFSCB	Company contracts	0.00	7,000.00	32,000.00	0.00	39,000.00
		UNDP	TFSCB, UKGGF,	Communication&Media	0.00	10,000.00	10,000.00	5,000.00	25,000.00
		UNDP	SIDA,UKGGF, UNDP	Grants	20,000.00	90,000.00	45,000.00	0.00	155,000.00
		UNDP	SIDA, TFSCB	Printing and translation	0.00	5,000.00	3,000.00	0.00	8,000.00
		UNDP	TFSCB,	Miscellaneous	0.00	1,060.00	1,000.00	0.00	2,060.00
		UNDP	SIDA, TFSCB, UNDP	Training, workshops and conferences	0.00	31,000.00	28,000.00	0.00	59,000.00
		UNDP	SIDA, TFSCB, UKGGF	Quality Assurance, Backstopping and Coordination	4,500.00	20,000.00	17,000.00	1,000.00	42,500.00
				Subtotal Direct Project Costs	72,000.00	424,030.00	408,142.00	38,450.00	942,622.00
				General Management Services	3,880.00	26,460.00	26,657.76	3,076.00	60,073.76
				TOTAL PROJECT COST	75,880.00	450,490.00	434,799.76	41,526.00	1,002,695.76

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

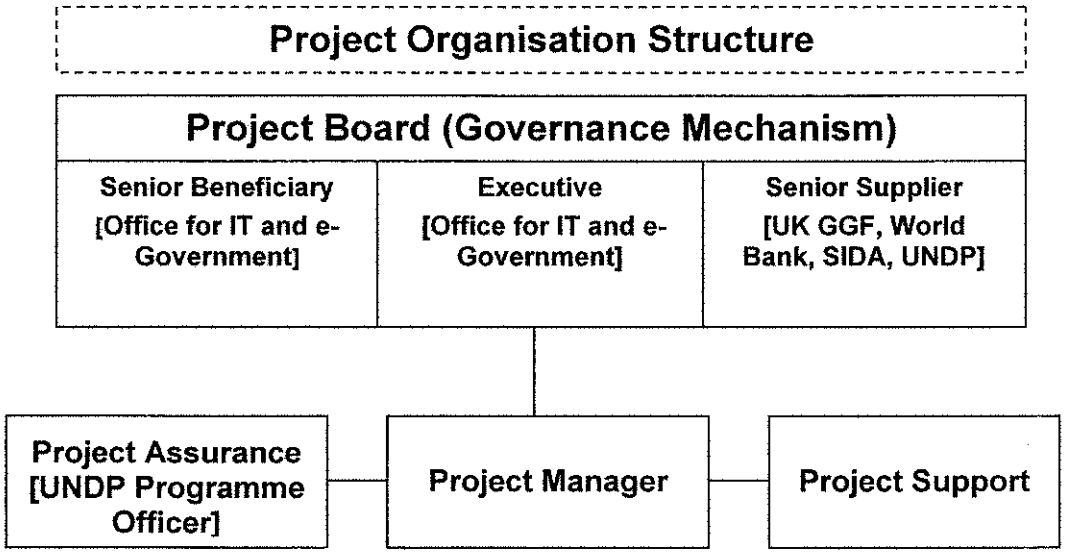
A **Project Board** will be formed with representatives of the donors – GGF, World Bank, SIDA, UNDP, and the Office for IT and e-Government, as illustrated in the diagram below. The Project Board is the group responsible for making management decisions by consensus for a project when guidance is required by the Project Manager, including recommendation for approval of project plans and revisions. Project Board decisions should be made in accordance to standards[17] that shall ensure best value in terms of money, fairness, integrity transparency and effective international competition. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when tolerances (normally in terms of time, budget and quality) have been exceeded. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies.

Project Assurance is the responsibility of each Project Board member; however, this role will be delegated to UNDP program analyst to perform on behalf of the Project Board. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

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

The **Project Support** role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager.

All deliverables produced during the project term, will bear the **logo of GGF, World Bank, SIDA UNDP and the Office for IT and e-Government** and, where appropriate, the standard **UNDP disclaimer**.



[17] UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective 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. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, that of UNDP shall apply.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

1. Legal Context:

Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document".

2. Implementing Partner:

- ✓ Government Entity (NIM)
- ☐ UNDP (DIM)
- ☐ CSO/NGO/IGO
- ☐ UN Agency (other than UNDP)
- ☐ Global and regional projects

X. ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Report**
3. **Risk Log**
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. **Project Board Terms of Reference and TORs of key management positions**
6. **Open Data Readiness Assessment**