

I. DEVELOPMENT CHALLENGE

Central Asian countries face significant development challenges given significant inter-related impacts caused by the COVID-19 pandemic. The economies of Central Asia remain vulnerable to shocks exacerbated by structural issues, including an overreliance on commodities, migrant labour (especially in Tajikistan and Kyrgyz Republic), low levels of diversification, dual labour markets and inefficient social protection systems. These issues hamper long-term resilience unless reforms can be addressed. Negative impacts on the drivers of growth, such as trade disruptions, declines in consumption and investment, migrant remittances, oil, and mineral export revenues, are impacting gross domestic product (GDP). The impact varies across the Central Asian countries.

Thus, declines in domestic consumption caused by lockdowns account for over half of the current declines in growth, except for Turkmenistan, given its extensive reliance on hydrocarbon exports. Reliance on a few commodities presents risks that are associated with relatively undiversified economies. This is because a large share of government revenue and export value is derived from limited sectors. In the Kyrgyz Republic, the COVID-19 pandemic and a political crisis are contributing to additional strain on the economy, already weakened by the prolonged (partial) lockdown faced during 2020. The October unrest negatively affected the investment climate in country. According to the National Business Associations, the first week of the crisis resulted in more than \$104 million lost income to business across the country, including the damage caused by the looting of mining and other enterprises. Public finances have come under severe stress. Kyrgyz Republic government's budget financing gap is estimated at \$675 million. The fiscal balance will expand significantly and would require additional external financing.

Central Asian economies have a very low 'economic complexity' of exports, with the situation deteriorating between 2000 and 2017, despite an increase in GDP per capita. While benefits have accrued from price increases, the predominance of commodities in their export baskets makes them vulnerable to price volatility. With drops in some key commodity prices over the past months of 2020, countries in Central Asia may face a decrease in export revenue. These trends suggest the need for a broader structural transformation from less resource-based export industries to more manufacturing and services, producing more jobs and with the ambition of moving towards a greener economy.

Overall, about 60% of the population are employed in the sub-region¹, but the number of individuals working in productive and "decent" jobs is small, especially among the rural populations, where small scale low productivity agricultural activities prevail. Labor migration can dominate receipts in some countries and remittances in Central Asia generally fuel daily consumption² with almost 90% of the money sent home from abroad used for immediate needs and 3-4% spent on housing and the rest on other expenses³. Moreover, decent work for all is an important goal of the 2030 Agenda for Sustainable Development (see SDG Goal 8 which aims to "promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all") and promoting decent work is also an important element of the EU Strategy for Central Asia (notably under "partnering for resilience").

All of this is impacting macroeconomic conditions via the exchange-rate volatility and the growing public financing gaps and increasing public debt. Given high debt levels, the short- to medium-term prospects in Kyrgyz Republic and Tajikistan and the relative vulnerability of these economies are particularly worrisome. Long-term public and external debt considerations will be issues for all countries given the likely limitations these will have for financing development in a post-pandemic context. Further emphasis on financing for development is warranted.

The high incidence of informality exposes the impact of precarious employment when shocks occur. Informal businesses may not be benefiting from relief and business recovery programmes,

¹ UNDP calculations based on ILO (2015) *Key Indicators on the Labour Market*. Tajikistan is lagging behind with 40% employment to population rate. Women employment rates are significantly lower than male ones, by 15 to 30 percentage points.

² OSCE Academy in Bishkek, Labour migration from Central Asia to Russia, 2015

³ World Bank, Listening2Tajikistan Migration brief, Jan 2018

households are at higher risks of falling back into poverty, public health and medical resources are undermined and social safety nets weakened. These vulnerabilities have amplified the economic shock to livelihoods in the face of COVID-19. A rethinking of policies and programmes that address informality, labour market inequalities, contracting and access to social protection is required for future resilience to be built into the economic systems of the Central Asian countries. These are high priority policy reform areas that need to be tackled in the medium- to long-term.

These threats to social sustainability stem from the limited ability to create decent jobs and lack of quality education, health, and social welfare provisions. Firstly, skills development and education services need to be upgraded to create more opportunities for more people, those living in poverty and precarious situations, with a special emphasis on women, elderly and persons living with disabilities. Secondly, strengthening and reforming the health system is a challenging task for all countries, regardless of their level of development. In particular, the increased attention to primary health care to overcoming the growing burden from non-communicable diseases represents an important policy reform area. Thirdly, social protection systems are also in need of reform with multiple systems and often incomplete targeting measures, and are incapable of supporting transitions from school to work or an adequate floor that often leaves some groups at higher risks (e.g. coverage of working age population and those in the informal sector and vulnerable groups such as people with disabilities) and not ensuring social protection for all. This latter point is of special importance as through SDG target 1.3, UN Member States have committed to “implement nationally appropriate social protection systems and measures for all”. Other SDGs’ targets are also of relevance, such target 3.8, which aims to “achieve universal health coverage” and target 10.4, which recognizes the contribution of social protection policies to achieving greater equality.

Increasing economic diversification must include the digital future and embracing new technologies. Disruptions caused by COVID-19 have seen an emergence of “contactless economy”, and accelerated application of advanced technologies in service delivery which minimize human-to-human contact. However, in Central Asia, apart from Kazakhstan, low penetration of Internet usage remains a bottleneck for the adoption and development of digital solutions both in public and business sector. The Central Asian region remains one of the least digitally connected regions and this will act as a bottleneck to achieving SDG 9 and promoting innovation. While most governments in the region have made a commitment to a digital future these plans will need to be accelerated.

Digitalization has multiple positive externalities on the economy and society at large, by improving access and quality of public services, creating decent jobs for the region’s youth and streamlining the transport of goods between countries. Digitalization improves productivity and efficient use of resources that recovery strategies will have to consider carefully. Digitalization is the key to ensuring the participation in global value chains. A significant investment is needed in digital infrastructure and in digital skills to equip MSMEs to tap into new opportunities, and to benefit from digital ecosystems and new technologies, all of which will have a transformative effect.

The production of energy, the mining industry and cash crops that dominate Central Asian export baskets pose significant burdens on the region’s delicate ecosystems, and particularly on its water and energy resources, meaning that current growth and export patterns are not environmentally sustainable. This goes hand in hand with the achievement of SDG target 6.5 (“implement integrated water resources management at all levels, including through transboundary cooperation as appropriate”), target 6.3, but also target 12.2 (“achieve the sustainable management and efficient use of natural resources”) and 15.3 (“combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods and strive to achieve a land degradation neutral world). Continuous cross-border issues between Kyrgyz Republic, Tajikistan and Uzbekistan along the Fergana Valley related to the control over water and other natural resources, critical for some of the main economic activities in the three countries, exacerbate tensions and impact the overall peace and security situation in the region.

Therefore, the main objective is to examine the interactions between human, economic, political, and epidemiological systems across medium- and long-time horizons and support knowledge and capacity exchange between policymakers, development partners and analysts. Embracing the diverse nature of Central Asian economies and public policy approaches the priority is to support

development of a multi-stakeholder regional platform that can engage with partners on diverse set of policy and programme issues. Fostering knowledge-sharing based on evidence and trends backed by agreed SDGs the aim is increasing long-term resilience of national systems against the adverse impacts of COVID-19 and shocks on society in the region.

National Initiatives for Sustainable Development

The Governments of Central Asia have embarked on national development strategies and launched various national initiatives to improve sustainable development. Multiple activities that promote achievement of the SDGs supporting national development policies are present in all countries.

Kazakhstan

- The SDGs Coordination mechanism was established in August 2018 with the SDGs Coordination Council led by the Deputy Prime Minister, 5 Working Groups structured around the 5 “P’s” of the SDGs each led by a Minister and with the Ministry of National Economy providing technical and coordination support to the SDGs Coordination Council⁴.
- A Rapid Integrated Assessment (RIA)⁵ was conducted and showed that 61% and 79.9% of SDG targets were aligned with the state planning system, in 2016 and 2018 respectively. For this exercise, 80 documents of the state planning system were analysed. Result also showed that the least reflected SDGs are SDG 5, SDG 17, SDG 13, SDG 15, and SDG 14.
- SDG accelerators⁶ have been identified and include i) inclusive governance and enhanced local governance, ii) diversifying the economy and engaging with the private sector, iii) regional and sub-regional cooperation and integration, iv) tackling inequalities, v) including gender inequality, vi) promoting a green growth development path.
- The SDG target localization process is ongoing⁷.
- A first Voluntary National Review (VNR) was presented at the High-Level Political Forum (HLPF) on Sustainable Development in 2019 and a second VNR is planned for 2022.
- A Development Finance Assessment (DFA)⁸ was launched in 2019 and updated in 2020 taking the COVID-19 impact on financing into consideration.
- In 2020, UN agencies, namely UNDP, UNICEF and ESCAP mobilized a 1 million USD grant from the Joint SDG Fund⁹ to start implementation of the 2-year Joint Programme on aligning policy and financing with SDGs in Kazakhstan. The JP, where UNDP is defined as a lead technical agency, is expected to result in the implementation of three critical building blocks towards adopting an Integrated National Financing Framework : i) developing a holistic SDG financing strategy to increase the efficiency and effectiveness of public spending and mobilize additional financing resources for SDG implementation; ii) aligning national planning, budgeting and financing with the SDGs through the implementation of SDG budgeting components, with a specific focus on mainstreaming gender and child dimensions; and iii) strengthening SDG monitoring and accountability mechanisms by involving non-government actors in the budgeting process.

Kyrgyz Republic

- The Kyrgyz Republic has shown a strong commitment to the implementation of the SDGs. *At the policy level*, SDGs are mainstreamed into the long-term National Development Strategy 2018-2040 and mid-term “Unity. Trust. Creation” programme for 2018-2022.

4 https://economy.kz/en/Celi_ustojchivogo_razvitija/About_TSUR/

⁵ RIA is a tool developed by UNDP aimed at supporting countries in mainstreaming the Sustainable Development Goals (SDGs) into national and subnational planning, by helping assess their readiness for SDG implementation. The assessment is a first step in defining a roadmap for a country to implement the SDGs. See UNDP, Rapid Integrated Assessment (RIA), 2017.

⁶ See UNDP, SDG Accelerator and Bottleneck Assessment, 2017.

⁷ <https://kazstat.github.io/sdg-site-kazstat/ru/>

⁸ The Development Finance Assessment (DFA) is a tool developed by UNDP to support governments as they respond to COVID-19 and establish Integrated National Financing Frameworks (INFFs) to finance the sustainable development priorities and the SDGs, and for building forward better with greater sustainability, resilience and inclusivity. The DFA offers a unique country-owned, government-led process for determining the steps which be taken to operationalize an INFF in the national context. See UNDP, Development Assessment Guidebook, version 3.0, 2020.

⁹ <https://www.jointsdgfund.org/programme/aligning-policy-and-financing-sdgs-towards-integrated-national-financing-framework>

- Rapid Integrated Assessment (RIA) of key national policy development planning (conducted during December 2019 and March 2020) highlighted that the alignment of Sustainable Development Goals with national strategic development planning in Kyrgyz Republic is at 82 per cent. RIA mapped 36 development policy planning documents against global SDGs, reviewed the role of State institutions in strategic policy planning documents through the lens of SDGs and availability of indicators to measure national SDGs in M&E system of strategic development planning.
- The institutional setting is in place to facilitate multi-party collaboration in SDG's implementation (has potential for strengthening it further). At the high political level, the SDG agenda is elevated within the National Sustainable Development Council chaired by the President. At the technical level, the SDG Coordination Council, comprising of the representatives of all branches of power, is responsible for the implementation. National Statistical Committee (NSC) is mandated to lead and oversee SDG-related data and evidence generation efforts. SDG working group under the Parliament has been operational to provide oversight and monitoring to the SDG implementation in the country.
- Since the early stages of the implementation of the Sustainable Development Goals as a framework for transformation, a number of important international agreements have been ratified by the Kyrgyz Republic, including the United Nations Convention on the Rights of Persons with Disabilities and the Paris Agreement on Climate Change, providing complementary opportunities to accelerate progress across the Sustainable Development Goals.
- The Government of the Kyrgyz Republic presented its first Voluntary National Review at the 16th meeting of the 2020 HLPF on Sustainable Development (HLPF 2020), on July 16¹⁰.
- SDG financing agenda has also been on the radar of the Government. One of the new key initiatives has been the launch of the Joint Programme "Enhanced financing opportunities and alignment with national sustainable development goals through an Integrated National Financing Framework for Kyrgyz Republic funded by the UN SDG fund¹¹, implemented by UNDP and UNICEF in the KR since July 2020. This action will build synergies with the KR INFF JP to ensure coordination for the final impact. The post Parliamentary elections political crisis created challenges in implementing this Joint Programme of which EU delegation in Kyrgyz Republic is aware of. UNDP in Kyrgyz Republic is working to ensure the successful implementation, the JP will be applying politically sensitive and do no harm approaches in the crisis and take all necessary efforts to ensure the ownership of the legitimate government structures.
- The Government of the Kyrgyz Republic is now putting together the *SDG Implementation Road Map*.

Tajikistan

- The National Development Council (NDC)¹² chaired by the President is a coordination body with representation of Parliament, and high-level Government officials, that reviews the implementation of the National Development Strategy (NDS), mid-term strategies as well as progress on the SDGs. To ensure inclusive and participatory coordination, planning and implementation of national strategies and the SDGs, 13 technical working groups were established under the NDC, also including development partners, CSOs, the academia and private sector actors.
- RIA was conducted in 2016¹³ and revealed that 78% of SDG targets are aligned with the key 10 national and sectoral strategies, the NDS 2030 and the mid-term development Programme 2020 (MtDP2020).
- SDG accelerators have been recommended during a MAPS mission and include i) inclusive equitable regional development, ii) promoting youth engagement, iii) gender equality, and iv) energy for all.

¹⁰ https://sustainabledevelopment.un.org/content/documents/26459VNR_2020_Kyrgyzstan_Report_English.pdf

¹¹ <https://www.jointsdgfund.org/programme/aligning-policy-and-financing-sdgs-towards-integrated-national-financing-framework>

¹² <https://untj.org/dcc/>

¹³ <https://sustainabledevelopment.un.org/memberstates/tajikistan>

- The NDS is well aligned with the SDGs; it reflects 76 targets, or 64% of all 119 relevant global targets for Tajikistan.
- A first VNR was prepared and presented in 2017¹⁴.
- A rapid DFA was conducted in 2018 and presented in May 2019¹⁵.
- A National Report on the implementation of strategic documents of the country in the context of the SDGs was issued in December 2018¹⁶ and includes a list of global SDG indicators for monitoring progress. The process of nationalization of SDG targets and indicators is ongoing.
- It is expected that the level of alignment with the SDGs will be further strengthened, as the Government is developing a new MTDP for 2021-2025. The mid-term programme will include a comprehensive monitoring matrix with SDG indicators mainstreamed and aligned with national objectives.

Turkmenistan

- A Working Group of Deputy Ministers/Heads of government institutions, academia, and NGO's (47 national institutions) was established as the National Institutional Mechanism for SDG implementation and monitoring. The Ministry of Finance and Economy (MFE) is assigned to monitor progress in the implementation of the SDGs.
- A RIA was conducted in 2017 and showed that SDG targets are well integrated into national strategies, programs and plans. Out of the 148 targets adopted by the Government of Turkmenistan 124 targets (84%) are integrated or nationally covered in national and sectorial development programs and plans. 59 of SDG targets are matched in the National Program of Social and Economic Development of Turkmenistan for 2011-2030.
- On August 12, 2019, a Memorandum of Understanding was signed between the UN in Turkmenistan and the Ministry of Finance and Economy of Turkmenistan on cooperation to achieve the SDGs in Turkmenistan, which laid the foundation for strengthening cooperation to mobilize internal financing the SDGs and provides for concrete actions to put into practice the Addis Ababa Action Agenda.
- Analysis of the Presidential Programme for 2019-2025 and Investment Plan to assess alignment of the planned investments with the SDGs was conducted.
- Recommendations for integrating SDGs into the national planning and budgeting process were also developed.
- A first VNR was prepared and presented at the HLPF in 2019¹⁷ with the support of joint project between UNDP and the Ministry of Finance and Economy "Platform for the implementation of Sustainable Development Goals".

Uzbekistan

- The Resolution of the Cabinet of Ministers established a Coordination Council, headed by the Deputy Prime Minister/Minister of Finance, to oversee the implementation of the national SDGs across 21 government agencies, including the General Prosecutor's Office, with the Ministry of Economy serving as the Secretariat.
- SDG accelerators have been identified and include i) more efficient and accountable governance system, ii) social policy for inclusive development, iii) towards sustainable and resilient natural resource management.
- In 2018 the Cabinet of Ministers adopted the document "On measures to implement National Sustainable Development Goals until 2030", which concluded the 2-year process of nationalization of global SDGs.
- With the support from the UN, the national SDGs and targets are being gradually integrated into the current and new national sectoral strategies and programmes.

¹⁴ <https://sustainabledevelopment.un.org/memberstates/tajikistan>

¹⁵ <https://untj.org/wp-content/uploads/2018/05/Financial-Analysis-to-Support-SDGs-Report-in-Tajikistan.pdf>

¹⁶ <https://www.tj.undp.org/content/tajikistan/en/home/library/poverty/national-report-on-implementation-of-strategic-documents-of-the-.html>

¹⁷ https://sustainabledevelopment.un.org/content/documents/24723Voluntary_National_Review_of_Turkmenistan.pdf

- Methodological work around SDG indicators is ongoing and data collection system is being strengthened.
- A first VNR was presented at the HLPF in 2020¹⁸.
- The DFA¹⁹ was launched during the 2nd half of 2019 and is currently being updated taking the COVID-19 impact on financing into consideration.
- A RIA was conducted in 2020 as part of the DFA, which shows that only 75% of national SDG targets are backed by national policies/strategies. Cost estimates beyond a one-year term is rare, risking realization of long-term objectives.
- In Uzbekistan, a 2018 IMF's assessment of spending required to reach SDGs in health, education, and infrastructure alone found that the country needs additional spending of roughly 8.7% of GDP by 2030.

Despite the existence of these national initiatives, a proper coordination mechanism able to track developments on SDG achievements in Central Asia is missing and would be highly beneficial for more integrated cooperation.

The European Consensus for Development²⁰ (the "Consensus"), adopted by the EU in 2017, is the EU's response to the UN 2030 agenda for sustainable development. It sets out the main principles which will guide the approach of the EU and the member states to cooperation with developing countries over the next 15 years, as well as a strategy for reaching the sustainable development goals (SDGs). In line with the global strategy on the EU's foreign and security policy, the consensus will also help achieve the priorities of the EU's external policy.

The Consensus is intended to respond to current global challenges which have a demographic, economic, social, and environmental impact. Strengthening the resilience of states, societies and individuals is central to this approach. It seeks to bring about sustainable development and to accelerate transformation by placing an emphasis on cross-cutting elements of development policy such as gender equality, youth, investment and trade, sustainable energy and climate action, good governance, democracy, rule of law and human rights, and migration and mobility.

The Consensus recommends increased coordination and coherence between the EU and its Member States. To achieve more effective results and make a greater impact, it proposes a tailored and differentiated approach when working with partners to promote joint programming and implementation, with the full involvement of civil society and other actors. It highlights the importance of development effectiveness, transparency, mutual accountability, and ownership by all partners involved, as well as ensuring that all means are used to deliver on the SDGs.

Furthermore, unsustainable use of wildlife, ecosystem destruction, and changes in farming and agri-food systems lead to the emergence of zoonotic diseases, which inadequate water and sanitation practices exacerbate, as can be most recently witnessed during the COVID-19 pandemic. As part of the global response to COVID-19 and the EU's commitment to support countries on a path to sustainable development, the EU Green Deal offers an approach to embrace. Tackling ecosystems degradation, supporting a one-health approach, and accelerating efforts to green economies, will help prevent future shocks and reinforce resilience.

In Central Asia, the EU commitment to deliver on the SDGs is confirmed by the EU Strategy on 'New Opportunities for a Stronger Partnership'²¹, adopted in 2019, where it is mentioned that: 'The new EU Strategy for Central Asia will guide the EU's cooperation with the region in the coming years. Meeting the commitments under the *United Nations 2030 Agenda for Sustainable Development* is a key element of EU engagement.'

The strong EU position on gender in the post-2015 development agenda clearly contributed to gender equality being accepted as central to the new SDGs (SDG 5). The new Action Plan on

¹⁸ https://sustainabledevelopment.un.org/content/documents/26424VNR_2020_Uzbekistan_Report_English.pdf

¹⁹ <https://www.uz.undp.org/content/uzbekistan/en/home/library/development-finance-analysis-for-uzbekistan.html>

²⁰ https://ec.europa.eu/international-partnerships/european-consensus-development_en

²¹ https://eeas.europa.eu/sites/default/files/joint_communication_-_the_eu_and_central_asia_-_new_opportunities_for_a_stronger_partnership.pdf

Gender Equality and Women's Empowerment 2021-2025 (GAP III) promotes a transformative and intersectional approach and advances efforts in mainstreaming gender in all policies and actions across sectors. For the most part, the indicators of the Gender Action Plan III include selected SDG indicators and other relevant regionally and internationally referenced indicators, including a selection taken from the Spotlight Initiative, and relevant indicators part of the EU results framework.

Finally, following the outbreak of the COVID-19 pandemic, and in line with the joint Communication on 'the EU Global Response to the COVID 19'²² the EU intervention in the region will be oriented to address the socio-economic impact of the pandemic.

²² https://ec.europa.eu/international-partnerships/topics/eu-global-response-covid-19_en

II. STRATEGY

The main challenge for Governments in Central Asia is balancing the immediate impact of COVID-19 on the economy while at the same time plotting a course to address intertwined social impact that may reverse the progress against several SDGs. Therefore, it is desirable to align COVID-19 response and recovery measures with the commitment to Agenda 2030, and the SDGs nationalization processes, which most of Central Asia countries have progressed towards. Reporting on the progress against targets and indicators while reforming the policies that accelerate progress to build forward better in a fiscally constrained environments requires a range of activities that support evidence-based decision-making. Assessing the trade-offs between economic and social pressures will be significant in the medium-term as fiscal considerations will be carefully considered by governments to deliver on development plans and policies.

Most Governments will likely seek to revise their medium-term development plans as well as manage new realities when it comes to development financing. Therefore, a shared knowledge and advocacy platform that can link policy, programming and financing issues will help to promote a sustainability agenda incorporating recovery from COVID towards achieving the SDGs. The Ministries of Economy and/or Finance of Central Asia will benefit from timely policy advice, including from more capable and better-informed research institutions and policy think-tanks connected to the platform and access to the most relevant data and analyses.

In defining the scope of recovery UN Country Teams and development partners have proposed COVID-19 related recovery plans that rest on five key pillars:

1. Health first – protecting health services and systems during the crisis
2. Protecting people – social protection and basic services
3. Economic response and recovery – protecting jobs, small and medium enterprises, and the informal sector workers
4. Macro-economic response and multilateral collaboration
5. Social cohesion and community resilience.

Investments in these five streams of work are investments in resilience and in the recognition of the interconnectedness of human, social and environmental systems on this planet, a principle deeply embodied in the SDGs. This approach recognizes that the response to this pandemic must accelerate decarbonization, protect the natural capital, build resilient cities, and ensure social equality, inclusion, and the realization of human rights for everyone, the rule of law and accountable, capable governments and institutions.

The project proposed herein will act as catalyst for shared exchanges between partners enhanced through the UNDP's capacity-building and 'integrator' role. UNDP's role as implementing partner of SDG-financing projects in Central Asian countries will further facilitate this process. Moreover, the explicit focus topics of environment, agriculture, water, climate change, energy, private sector development and trade policies, which are being addressed by the EU regional programmes will help the Central Asian countries to maximize the impact from these programmes. The strategy used in this action will rely on several sequenced activities that can help to match the expected results.

Inception Phase

The first significant milestone for the project will be to complete an inception phase during a six-month period. The inception phase will aim to provide additional clarity on the project's approach and will result in a development of a detailed project plan and budget to be approved at the first Project Board meeting.

The inception phase will focus on tailoring the project to the beneficiary countries' needs and priorities and will start with initial consultations (in the format of bilateral meetings and stakeholders roundtables, other national and regional project awareness raising events) with key national stakeholders, both private and public, including the EU Delegations in the CA countries.

The inception phase will include the following specific activities:

I. Preparation of the project implementation plan

Project implementation plan assumes conducting a “reality check” of the proposed work and to present the updated/confirmed approach to the stakeholders of the project. In particular, the project implementation plan will include the following important elements:

1. Developing a policy database

Mapping of the COVID-19 response measures to possible scenarios requires a preliminary analysis and categorization of the measures implemented under the five pillars identified above. All governments have set response measures which try to reduce the COVID-19 impacts and set the socio-economic pathways on a corrective course. How well the policy measures map out to pillars is the first step in identifying COVID recovery trajectories. For each country the policy database will link the government/IO support policies under each pillar.

2. Reviewing national strategy revisions/reforms

For each country an assessment of how the national government is progressing in terms of reviewing and developing new medium-term development strategies will be undertaken. It is assumed that the first steps in post COVID-19 recoveries will be to develop the medium-term development strategies following significant downturns. In addition, systemic reforms are being sought by some governments such as those being proposed e.g. Uzbekistan national poverty reduction strategy.

3. Stakeholder mapping and key national partners

In each country the UNDP offices will identify the core national counterpart that needs to be involved and how to integrate capacity support elements into strategic policy units or think tanks that provide policy support services to relevant Ministries and Offices. The project will be introduced, and key partners and stakeholders identified.

It will also include a mapping of progress on other perspectives of the project, namely the progress on INFF/SDG tagging, SDG costing and alike. In addition, mapping of key EU and UNDP programme support activities including an overview of how SDGs figure in programme support will be undertaken.

4. Preparing a detailed workplan for Year 1

- Planning all activities expected to be implemented in the first year
- Revise the Logframe and adjust the intervention logic if needed
- Clear assignment of all responsibilities for all tasks and activities
- A detailed timeline indicating milestones and other deliverables expected in the first year
- Planning for high-level events in Year 1 (e.g. Project Launch)
- A development of a detailed operational budget for Year 1
- Ensuring that gender and climate visibility issues are addressed within the project activities
- Develop legal agreements with project partners (e.g. RPA with Pardee Centre for International Futures)

5. Preparing an inception report to be presented at the first Project Board meeting

An inception report will be prepared including the results of analysis performed above and discussed with the project management team and members of the Project Board meeting.

II. Holding the first Project Board Meeting

The first Project Board (PB) meeting serves as an opportunity to present the review of the inception phase and the detailed first year’s workplan. The following will have to be addressed during the first PB meeting:

- Appointment of the Chair for the meeting and the mechanism for sharing this responsibility across the countries/partners involved

- Presentation of key aspects of the workplan, budget, project activities, M&E, reporting, etc.
- Approval of the first year's workplan and budget
- Preparation of the draft minutes of meeting and revision following comments (with agreed deadlines for both and final minutes)

III. Organizing a project Launch Event (in the end of the inception phase)

The Launch Event will aim to present the project to the wider public, apart from participants of the PB. The following activities will have to be performed to prepare for the launch event:

- Develop a concept of the Launch Event, including its format and location
- Prepare an Agenda of the event, including identification of main speakers from donors and key government counterparts
- Invite participants of the event
- Develop a clear communication strategy
- Prepare presentation materials

The goal of the inception stage is to: (1) create a database of government and inter-governmental response to COVID-19, (2) map these policies and programs to quantifiable variables that can modelled in a systems map, (3) develop a set of possible scenarios or development pathways that correspond to various dimensions of sustainable development, (4) mapping out the various entry points in regards to planning and budgeting cycles that exist in each of the countries, (5) mapping the key stakeholders that could be included in the overall regional SDG platform, (6) establish and hold a first Project Board meeting, (7) prepare a detailed workplan for Year 1, (8) organize a project Launch event to a wider public.

Following the inception phase the next task is to build a systems model that can be used to determine what might be the impact of different development pathways (scenarios). This would be used to simulate the impact of the COVID-19 pandemic on human, social, and environmental systems and explore strategic interventions aimed at minimizing both loss of life and setbacks to human and economic development.

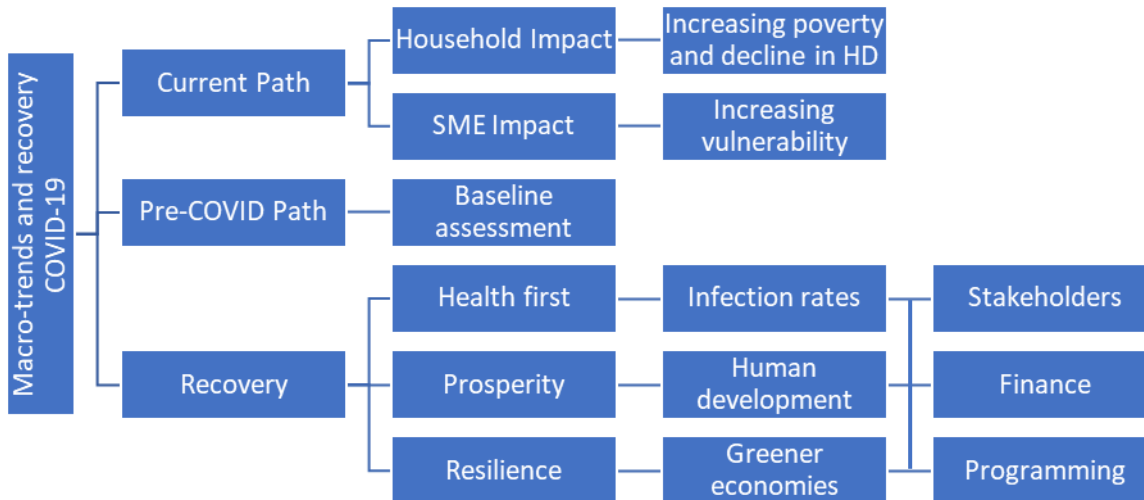
The Project's overall objective is to strengthen governance for sustainable development which can be achieved through a specific objective on developing a knowledge - sharing platform supporting CA countries to track and adjust key socio-economic policies by monitoring SDG progress and financing as well as improving the effectiveness of regional EU programmes towards this goal. Below are the key project components which will become key building blocks of the Regional SDG Platform:

Component 1: Macro Systems Modelling and Development Scenarios

At the overall national level emphasis will be placed on assessing the medium to long term implications of growth impacts. This work will require a step wise approach over and period of 8-12 months and working on different elements that can represent the pre- and post-COVID context and the choices that are made in supporting different development policy (see Figure 1).

This is the work which will be facilitated with support from the Pardee Centre for International Futures. This will include the development of a policy database, analysing pre and post COVID-19 development trajectories against SDGs and framing policy trade-offs that are likely to exist in countries reframing their medium-term development strategies. The aim is to build a systems model that can be used to determine what might be the impact of different development pathways (scenarios). This would be used to simulate the impact of the COVID-19 pandemic on human, social, and environmental systems and explore strategic interventions aimed at minimizing both loss of life and setbacks to human and economic development.

Figure 1: Overall schematic of project hierarchy in COVID-19 recovery assessment.



To build this overall model the required work will focus on the following elements.

Developing a current (COVID-19) path (Central Asia's new future)

A new Current Path that represents the expected economic and demographic impacts of the COVID-19 pandemic will be developed. It will be done through consecutive rounds of calibration, beginning with the addition of COVID-19 related deaths anticipated for 2020 and followed by implementation of the most recent release of IMF growth estimates.²³ Pardee will compare the resulting model outputs across a range of other issues with those forecast by other organizations to determine if other exogenous assumptions are required.²⁴

The COVID-19 pandemic has caused significant disruptions to human, social, and economic systems. These disruptions have in many ways invalidated forecasts and model results that governments and the development community use to inform the policy making process. The primary goal of this sub-project will be to develop a Base Case scenario, representing our best estimate of the world's current path of development. This will serve as important foundation on top of which we will build alternative scenarios that simulate different patterns of recovery (or relapse).

An understanding of the impacts that COVID-19 has had, and likely will have, on human and economic development requires a point of comparison. To develop a No-COVID Counterfactual scenario aimed at stimulating the path of development expected had there been no outbreak of COVID-19. This scenario will serve as a reference case to evaluate the impact that the pandemic has had across human, social, and biophysical systems. This will construct an alternative scenario which branches from the Current Path in the 2019/2020/2021.

Developing recovery scenarios (Getting Back on Track)

Using results from the comparison of the COVID-19 Current Path with the No-COVID Counterfactual, a set of 3 scenarios aimed at bringing the post-COVID developmental trajectory back in line with pre-COVID projections will be constructed. Through a first series of stakeholder consultations a set of variables will need to be agreed that these scenarios will be built around. The outcomes reported in these scenarios will all be long-term oriented. However, the assumptions that distinguish each of them from each other (and from the Current Path) may simulate short-, medium- or long-term interventions.

²³ Currently there is much debate about the pattern of recovery countries will experience (V-shaped, U-shaped, L-shaped, etc.). This scenario can be expected to evolve as our understanding of what the Current Path should look improves with more information.

²⁴ Given the delay in data collection, particularly during this period in time, certain elements of this Current Path scenario could benefit from survey collection efforts currently underway by UNDP and other organizations.

Scenario selection will depend on a combination of UNDP goals, International Futures (IF) capabilities, and what experts, literature, and historical data suggest are ambitious yet achievable interventions. This process is expected to be carried out over a series of iterations between Pardee, UNDP, and other stakeholders, through a scenario development workshop.

Framing key dimensions of uncertainty

The relationship between the spread (in terms of prevalence and mortality) of COVID-19 and its economic impacts is determined by a multitude of pathways. Tracing these pathways, or even bound the uncertainty with any meaningful probabilities, represent major challenges to understanding the broad trade-offs between policies aimed at minimizing negative health outcomes and those aimed at minimizing economic impacts. The goal will be to develop a framework for exploring the space of possibilities related to different mortality and economic growth trade-offs. This task will construct a framework defined by two (or three) key dimensions of uncertainty. Use this framework to (1) discuss the contexts that would give rise to such scenarios, (2) discuss the implications as they relate to other key policy considerations, and (3) inform the construction of related scenarios in IFs. This will provide an analysis which will define the relationship between key uncertainties and the outcomes associated with each scenario in terms of their impact on key developmental indicators and SDG achievement.

Prioritizing among competing policy choices in such a situation can be a significant challenge, and multiple parties can have discussions about different aspects of the unfolding crisis without ever getting on the “same page”.

Individuals, firms, governments, and intergovernmental organizations have already deployed programs and policies aimed at mitigating the spread of the virus and its negative impact on communities and economies. Understanding the systems and how we might intervene in them can help to reduce the “fog of uncertainty” and move towards a decision-making framework that is more transparent.

A database of policy responses to the COVID-19 pandemic will be developed and a classification scheme that will facilitate the inclusion of these policies in subsequent analysis will be derived. Simultaneously, drawing from an extensive literature review, existing models, and existing systems mapping exercises, Pardee will construct a causal diagram illustrating direct and indirect impact pathways of the pandemic. Next, we will incorporate policies from the database into the systems map, using the framework to inform their connections and expected impacts (or direction of impact).

As IFs itself is a structured model of many interconnected systems, we will integrate the systems maps informed by existing research with those of the model, providing a roadmap for policy-specific scenario creation in IFs. This systems map will be used to inform IFs analysis regarding which interventions are required to simulate a policy. This process is expected to be carried out over a series of iterations between Pardee, UNDP, and other stakeholders, with the option of a systems mapping workshop.

Conducting a policy trade-off analysis (qualitative)

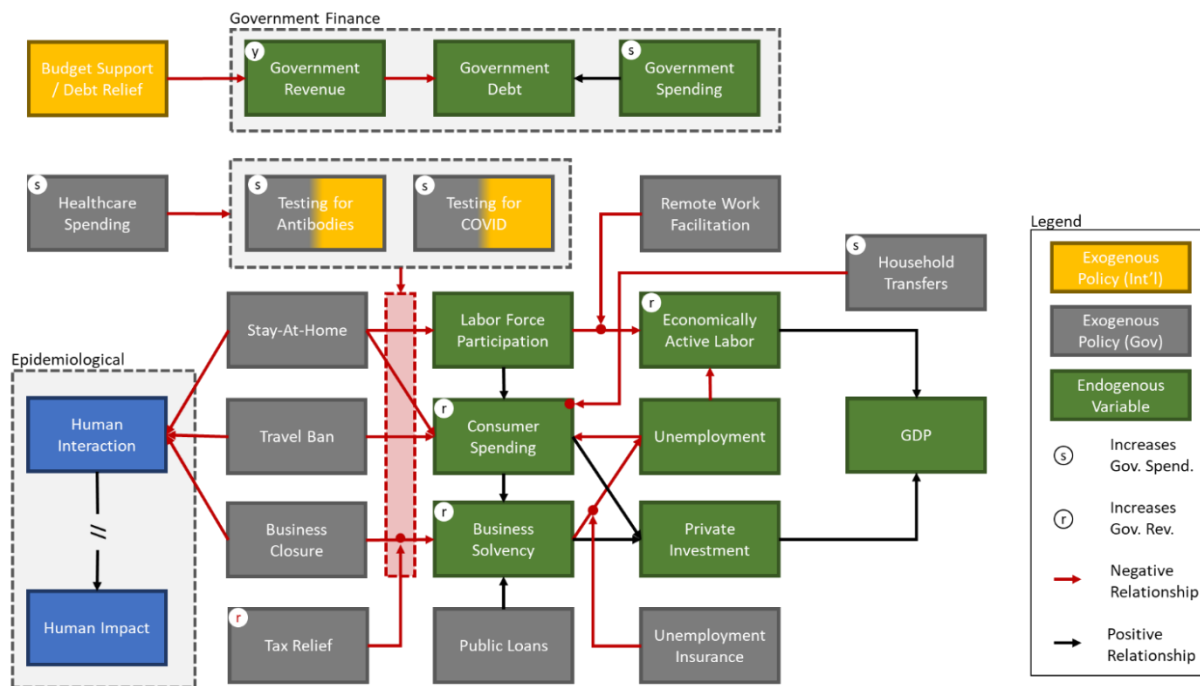
Governments and other actors are deploying a wide array of policies in the struggle to control COVID-19 and to mitigate the negative impacts. These policies interact not only with the systems they intend to influence but also with one another in complex and often overlooked ways. Understanding these interactions is important for crafting a strategy that minimizes negative impacts across multiple metrics of success.

Using the policy database and systems map described above, we will identify key leverage points that individuals, firms, governments, and intergovernmental organizations might use to mitigate the impacts of the COVID-19 pandemic and assess the trade-offs associated with using them. This sub-project will serve an important role in understanding how the current structure of the IFs model can be used to evaluate similar trade-offs and highlighting certain areas of required model development.

This process is expected to be carried out over a series of iterations between Pardee, UNDP, and other stakeholders. Pardee will combine previous deliverables with an extensive literature review in a report that qualitatively describes key policy pathways and the expected outcomes associated with them. The visualization below is an example which highlights a subset of (1) key pathways through which the pandemic impacts the economy and (2) some policies currently used to mitigate these impacts.

The map highlights an important distinction between policies and programs that intervene on variables and those that to change the relationship between variables. Strategies aimed at minimizing the cost in terms of both health and economic outcomes should have a strong understanding of the synergies and trade-offs associated with pursuing different sets of policies. This understanding will improve our ability to simulate the long-term impact of adopting similar strategies.

Figure 2. Example of policy trade-off qualitative analysis.



Conducting a policy trade-off analysis (quantitative)

This final task in mapping the policy landscape and future scenarios will use insights gained from previous work and from stakeholder engagements, to identify a set of strategic policy interventions. It will introduce strategic and synergistic scenarios that could influence multiple systems simultaneously. This task will use the above sub-projects combined with stakeholder engagement to identify a set of policies that should theoretically minimize the cost associated with the pandemic in terms of a variety of outcomes and model these interventions in IFs to evaluate their impact on human and economic development and SDG achievement.²⁵

This process is expected to be carried out over a series of iterations between Pardee, UNDP, and other stakeholders through a final scenario building workshop. The project will produce a set of four scenarios simulating specific policy strategies and the impact that they have across a wide range of outcome indicators including SDG achievement. This report will incorporate all previous briefs to serve as broad reference material to aid policymakers and analysts in thinking about the complex interactions of human, economic, political, and epidemiological systems across medium- and long-time horizons.

²⁵ IFs do not have a representation of most policies currently employed in government response to COVID-19. Any scenarios constructed for this project will rely heavily on assumptions made about the cost of implementation and expected impact.

The Central Asian countries have committed to the Agenda 2030 and SDGs and made steps towards nationalization of SDGs with most countries adapting the global targets and indicators. Most of the countries of Central Asia have presented their Voluntary National Reviews (VNR), which is a good opportunity for stocktaking of current SDG progress and discussing necessary next steps. The sustainable development of economies in Central Asia requires growth acceleration in income convergence and improving quality of life across SDGs. The possibility to measure such growth acceleration at regional level would allow identifying common regional performance indicators against which to track progress towards SDGs achievement. At present, there is however, no regional modelling system which would allow such monitoring of progress.

The principles of connectivity of the SDGs highlight the importance of inclusive and sustainable growth (SDG 8) on the overall performance of SDG achievement. Inherent in this logic is the reduction in GDP growth (SDG 8.1) during 2020 and possibly into 2021, which will flow onto other SDGs in the medium to long-term and affect overall SDG achievement. The development of scenarios will plot common policy issues across countries and will begin to align cross-border issues and common perspectives for engagement with stakeholders where sub-regional emphasis may add greater value.

In addition to the more technical work conducted with Pardee and the use of the IFs model this output will undertake capacity and knowledge sharing exercises as the first step in developing the overall regional platform. This includes:

- Linking Ministries of Economy (and other relevant government agencies) who are responsible for developing medium and long term plans this exercise will provide an overall view of the macro perspective of COVID-19 impacts and key policy settings affecting medium to long term development and recovery. The relevant policy makers will be identified, and series of workshops conducted both for specific countries and culminating in a Central Asia sub-regional forum.
- Research centres that are closely linked to the Ministries of Economy will be the key clients for helping to develop the IFs model, scenarios and policy mapping and as well as receiving capacity building for understanding long term model results and implications for public policy settings in COVID-19 recovery.
- UNDP and Pardee Centre for International Futures will invite development partners to participate in information sessions at various stages of the scenario development to help develop a peer review mechanism that would help refine the model and to understand its strengths and weaknesses. In most situations UNDP participates in donor coordination fora and this provides an entry point for discussions on socio-economic response scenarios.

Component 2: Financing Architecture for SDGs

Government budgets are under increasing strain from the following factors: revenue losses from oil, remittances and import taxes; currency devaluations; tax relief measures introduced as part of the crisis-response programmes; the increases in expenditure to address the health emergency and social protection coverage; sharp decline in Foreign Direct Investment and the provision of relief to businesses and households. While Kazakhstan, Turkmenistan and Uzbekistan seem to have a manageable level of debt, Kyrgyz Republic and Tajikistan remain in a more fragile position and a substantial hit to GDP will increase fiscal deficits and worsen debt positions. Kyrgyz Republic has already applied for and been granted support via the IMF's Rapid Financing Instrument/ Rapid Credit Facility to help fill an estimated \$500 million expenditure gap.

The emphasis on financing for development is taking a critical turn with the impact of COVID-19 on fiscal space and the ability to finance sustainable development in the longer term. UNDP and the UN system have been supporting the development of tools and approaches for strengthening more integrated national financing frameworks for public and private finance. Four of the five UN Country Teams (with UNDP leading in three of these) in Central Asia have begun the work on developing Integrated National Financing Frameworks (INFFs). Although, Turkmenistan has not received funding for developing an INFF, this project will help to foster engagement on this key issue. Building forward better within the disruptions of the financing landscape caused by COVID-19 means the need for an integrated approach to financing is now greater now than it has ever

been. Implementing recovery plans and a new generation of national development plans will require strategies that simultaneously address challenges and deliver reforms across many aspects of public, private, domestic and international financing, in order to support a more efficient and effective allocation of public resources, as well as further align and mobilize private capital in support of sustainable development objectives. Operationalizing INFFs will accelerate these ambitions and strengthen national efforts to build forward better in the context of COVID-19. By building on the ongoing work and experience of UNDP and other partners on financing, this project will allow to scale up efforts towards the implementation of INFFs and the creation of further evidence, creating the basis for stronger synergies between countries in Central Asia and supporting reforms on public and private finance for COVID-19 recovery and SDG progress. It will need to be tailored to each country context and status of implementation on existing projects. But by engaging in each country UNDPs technical lead role and engaging with other partners will allow a much firmer positioning of financing for SDGs to be achieved.

Kazakhstan

Activities will focus on a series of assessments that will help monitor trends in financing flows at the national and subnational levels and identify resource gaps for financing national development and priority SDGs. They will also include analyses and recommendations to integrate the SDGs into the budgeting process and increase transparency and accountability over budget formulation and implementation at national and subnational levels. In particular, a comprehensive Development Finance Assessment (DFA) will provide a holistic analysis of the financing landscape and existing structures and identify ways forward that can be articulated in an INFF roadmap, and support the necessary reforms to align and mobilize international, domestic, public and private financing for mid- to long-term development objectives.

Kyrgyz Republic

Activities in Kyrgyz Republic will focus on a wide range of strategic areas aiming at strengthening the statistical data quality and collection. The effort will scale up the work on Open SDG platform and strengthen the reporting progress against targets and indicators in support of the reform of policies that accelerate progress to build forward better, and to tap into the areas which lags behind, such as the integrated water management. It will also assess the need for the necessary incentives to crowd in private sector capital for SDG implementation. In this regard, the specific attention will be paid to Green Financing as a driver of green business growth and will further support capacity building and collaboration strengthening. In addition, it will further build the knowledge exchange on green financing and modelling to strengthen the joint work with IFIs. The effort will strive to achieve synergies with INFF process and being informed by the findings and results of the ongoing work on Green Financing in the Country.

Tajikistan

The project will support the development of a platform for SDG financing for broader multi-stakeholder engagement and aim at developing a national financing roadmap for the implementation of national development priorities and the SDGs. It will investigate fiscal space issues with a specific focus on education for women and girls. Exploring innovative ways for key institutions to provide oversight on SDGs will be undertaken along with capacity building for new financing approaches. In addition, a budgeting component will seek to better align national development plans and SDGs through budgeting systems, as well as develop and operationalize a formula-based approach and methodology for the allocation of inter-governmental fiscal transfers to subnational districts, with a focus on the most vulnerable.

Turkmenistan

The project activities will support Turkmenistan in taking further steps for integration the SDGs into national and sectoral development programmes. It is expected that with the support of UNDP IRH and UNDP Finance Sector Hub, the project will promote development finance issues to the Government of Turkmenistan taking into account the high-level political interest in achieving the SDGs and creating the favourable conditions to attract private and foreign investments. The project will conduct a series of workshops to draw on experiences in introducing Integrated National Financing Frameworks. Furthermore, it is planned to explore opportunities for Development Finance Assessment that will help identify untapped sources of domestic and

international financing, as well as opportunities to allocate existing resources for sustainable development outcomes. In this regard, it will be proposed to the Government to pilot Development Finance Assessment on a particular sector such as healthcare or agriculture with a possibility to further scale up and eventually initiate work on introducing an INFF. These activities within the project will contribute to large scale PFM reforms in the country in the long run.

Uzbekistan

Activities will focus on the elaboration of a more holistic financing strategy for the implementation of national development priorities and the SDGs through the development of an Integrated National Financing Framework. An emphasis is placed on fiscal space analysis, public expenditures reviews, and costing and cost-benefit analysis to support reform options for social and poverty reduction programmes and policies. Fiscal space issues will be examined especially with a view to strengthen social sector spending and gender sensitive budgeting. In addition, reviews, and policy options to tackle illicit financial flows and recover assets will be explored. Finally, a range of activities that focus on new and innovative financing instruments will be explored. These will support the development of policy recommendations and provide support in updating legal and regulatory frameworks to introduce innovative financing instruments, as well as blended financing models for priority sectors such as health and social protection. The achievement of the SDGs in Uzbekistan will be accelerated with more efficient, transparent, and result-oriented use of public finance resources, as well as better coordinated and integrated use of public and private resources for social sectors.

Most of the existing projects have an element of capacity building as well as supporting stakeholder engagement / mapping and working groups. This provides direct linkages for this project and activities under this outcome will work with governments to assess financing flows in a pre-and post-COVID-19 pandemic situation and therefore seek to re-orient financing toward long-term recovery. Government revenues come from taxes levied on households and firms and in the COVID period there has been a significant reduction. The total expenditures are a sum of two sub-categories, direct consumption, and transfer payments (the latter in turn being a sum of payments for pensions/retirement and welfare. The annual government balance is the difference between revenues and expenditures and increments or decrements government debt in absolute terms and as a portion of GDP. That stock variable in turn sends back signals to both revenue and expenditure sides of the model to keep the debt at reasonable levels over time. Therefore, the project will model medium fiscal flows building from the work done in each country. It will examine the main sources driving fiscal gaps and consult broadly with the World Bank and Asian Development Bank in these analyses.

Further in-depth analysis of the financial flows in each of the areas around social infrastructure (human development) and sustainability (greener economies) will be undertaken (to the extent that data is available). This will include support to these areas from all sources and will allow a sub-regional perspective of the key financing constraints to recovery.

What has occurred during COVID-19 however is a significant shock to financial systems in each of the countries that will put downward pressure on the size of the public sector and the potential impact on public services along with potential for stimulus through recovery plans. For example, in Kazakhstan the President call for a 25% reduction in public bureaucracy, Kyrgyz Republic has recorded an increase in national debt to \$5bill USD, and remittances and GDP forecasts for 2021 are likely to remain on the downside. These fiscal pressures will be significant for the next 5-10-year period placing additional burdens on financing for development and meeting the SDGs.

While there will be increasing pressure on public finance it is only governments who can provide the heavy lifting for the recovery and reconstruction needs ahead. Investment must be long-term, patient, catalytic and ideally on concessional terms – the basic mandate of public finance.

Activities under this component will be linked to the ongoing SDG financing projects in four of the countries and it will provide support for Turkmenistan in its overall SDG financing agenda. This project is therefore well placed to connect the results of various analyses, and examine the medium-term trends related to:

- The fiscal challenges related to financing development in the medium term across all countries -this will be an extrapolation of the Pardee government finance model and using data collected through the various country analyses, the significant trends across countries will be mapped – to the extent possible. This will provide an analysis of fiscal challenges and opportunities to finance medium term development plans.
- Development of a model expenditure and fiscal analysis and trend assumptions across human development and sustainability policy and programming areas (to be completed in conjunction with stakeholders).
- A model of financial flows to SDGs pending the availability of expenditure data will be developed and qualitative assessments of the key SDG priorities over the medium term provided.
- Based on expressed priorities, the analysis will be extended to monitoring of bi-lateral donors, IMF and MDB support programmes and the ability for these programmes to maintain some focus to SDGs.
- An analysis of financing being directed to key policies areas relevant for development partners will be provided. This will be accompanied with a review of SDG costing undertaken in national contexts and discussions on possible extension to SDG costing estimates for those areas relevant for EU programmes.

This outcome, in conjunction with EU delegations would examine financing among key thematic issues that are being delivered from multiple sources. This will include a cross-country comparison on areas of interest to donors. In addition, this analysis will move from a macro-national level assessment towards financing at the Oblast level and determine the overriding financing needs across levels of government.

Key indicators on financing will also be developed and fed into a Central Asia sub-regional dashboard which will track and analyse financing flows and progress over priority areas on financing. This will partially be built on a standardized reporting framework currently being developed by UNDP, which will look at some of the key dimensions towards the implementation of the Integrated National Financing Frameworks (INFF) building blocks. As countries are undertaking Development Finance Assessments (DFAs), the first step will be to consolidate findings on trends over domestic, international, public, and private financing and integrate and consolidate them into the sub-regional dashboard. Key indicators and dimensions over the institutional architecture, budget processes and mechanisms for financing will also be developed and integrated, particularly around public finance and with a focus on the SDGs. This will allow to increase knowledge sharing across Central Asian countries, identify common challenges and gaps, and engage stakeholders in identifying best practices and potential policy reform options aligned with the ongoing SDG Joint Fund projects undertaken. In doing so, increased coordination and accelerated implementation of reforms, notably on enhanced SDG-oriented PFM practices, could be expected.

Component 3: SDG Connectivity and Programming for Sustainable Development

To move from analysing macro trends on policy and financing will then require us to defining specific components that commit to progress at a more local (and granular) level requires an additional layer of support to help inform programming approaches that can help to address concrete and measurable results. This part of the strategy will develop several dynamic systems to examine the interconnectivity between SDGs in specific programmatic (thematic) areas. This will provide an opportunity to ‘zoom in’ to inter-connected issues that may be occurring in specific areas or across boundaries. The level of quantitative analysis will only be restricted by the availability of data. However, available data, adding new data and qualitative analysis will provide decision frames for programmatic work that promotes SDG achievements. The following systems will be defined:

Maintaining Prosperity/Inclusive Growth

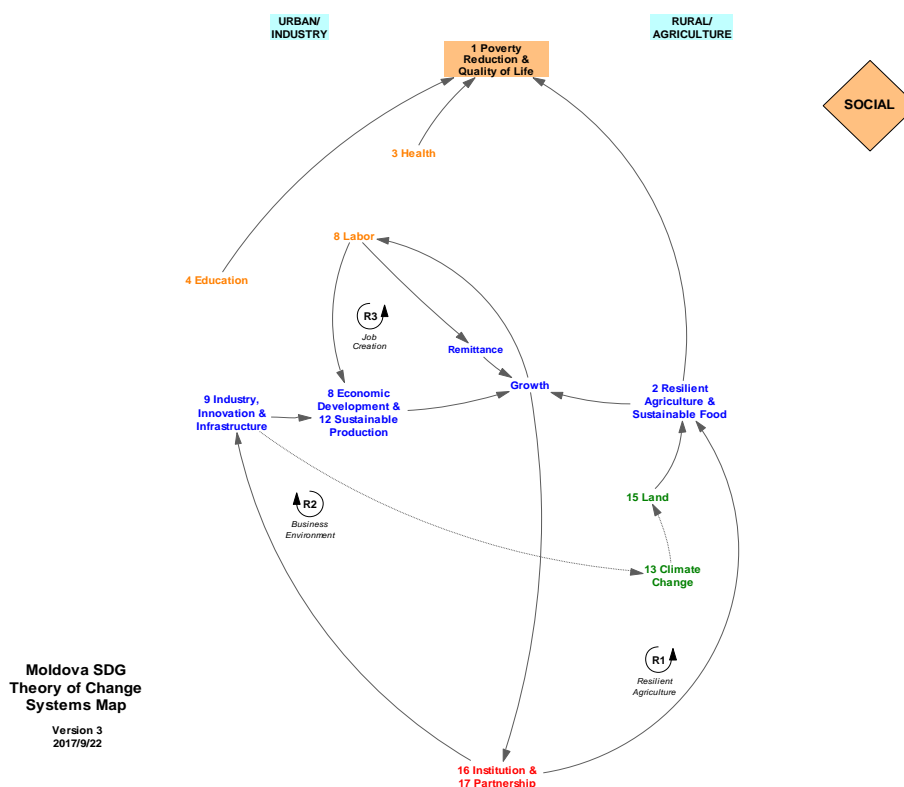
Socio-economic surveys and data analysed by UNDP show the economies of Central Asia remain vulnerable to shocks such as the one caused by COVID-19 and, therefore, vulnerable to fostering sustainable development. The impact of the crisis on household income is being felt primarily

through the disruptions to activities of firms and businesses, the subsequent loss of working hours and declines in remittances. Small and medium-sized enterprises (SMEs) and the self-employed are particularly vulnerable as the demand for services has plummeted. The effect on firms is mixed, due in large part to a duality in the economies. Surveys show that SMEs, especially those in tourism and hospitality, but also the small manufacturing, construction, transport, and trade sectors, are the most vulnerable and are mostly located in urban areas.

The impact of the COVID-19 pandemic on household income has three ramifications: (i) a loss of wage income and revenues from informal work; (ii) a loss of remittances; and (iii) price inflation, particularly food price inflation. Loss of incomes affect households significantly, adding to spill over effects such as rising household debt, inability to afford out-of-pocket payments for health services and reduced access to education. Some aspects of the crisis have affected women more than men. Women usually have less opportunities to get a job or compete in the labour market due to prevailing social norms regarding family distribution of household work, child and elderly care responsibilities and other reasons. The high incidence of informality makes the impact on precarious employment significant.

Supporting a return to growth potential and increased cooperation on development of skills, employment policies, research, and innovation, with special attention for women and youth and on enhancing labour standards and decent work, the latter being necessary elements to maintaining prosperity. The development of this system will focus on the relationships that focus on the prosperity agenda and specific SDGs to examine in this system will include SDG 4 (education), 7 (energy), 8 (growth and employment), 9 (industry and innovation), 10 (inequality) and 11 (cities). This will introduce the concept that in any policy and programmatic intervention there are complex issues at play. The idea that we can create a feedback loop that promotes prosperity in Central Asian countries requires the development of a theory of change.

Figure 3. Example of theory of change systems map developed in conjunction with stakeholders (Moldova)



The prosperity theory of change will work to address structural constraints and will work with stakeholders to define the key parameters that will drive the greater trade integration and investment in connectivity and digitalization.

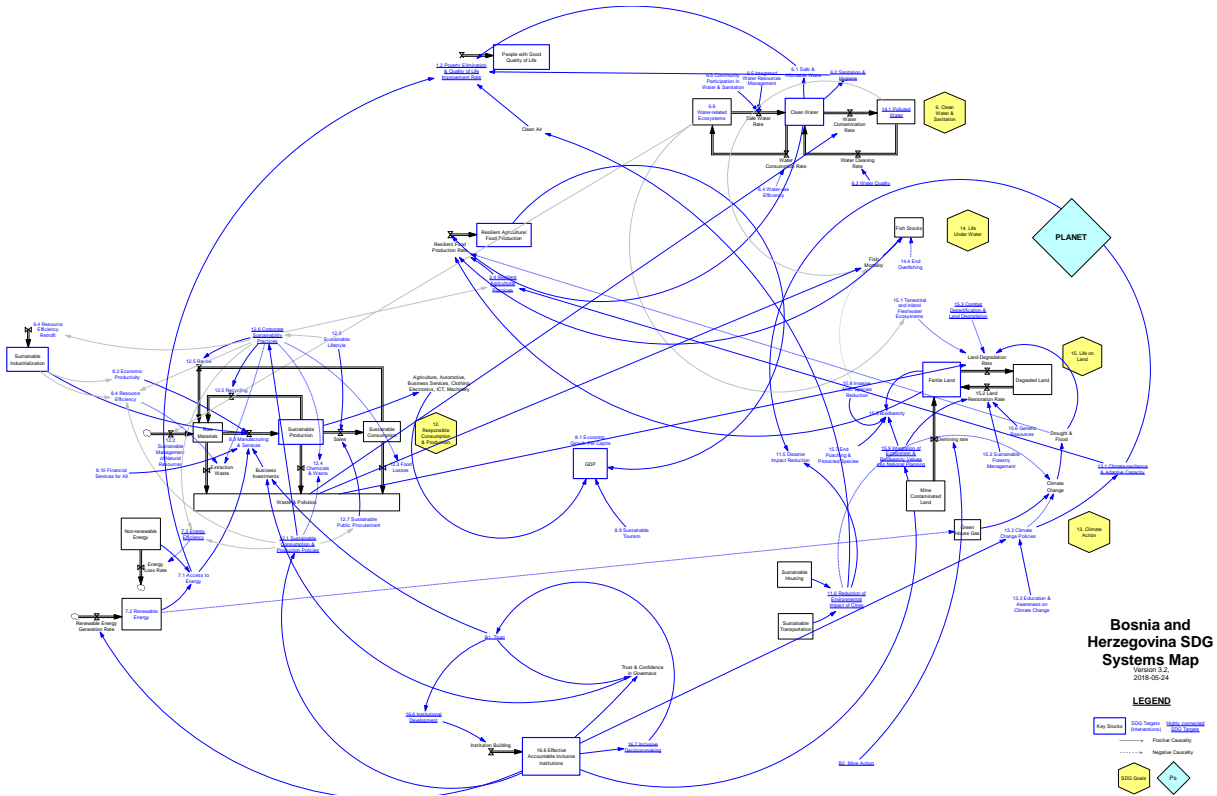
An additional theory of change will be developed to the prosperity systems map which will anticipate and address challenges affecting socio-economic goals related to COVID-19 impacts on gender equality and the burden that women, youth and groups in vulnerable situations face in social areas due to the pandemic. More in detail, youth inclusion is an important element of resilience given the region's demography and the severe impact of the COVID-19 crisis.

Improving Resilience for Greener Growth

Expected climate change stressors in Central Asia include increases in temperature, extreme weather events, and glacial melt, while likely impacts include continued expansion of deserts and arid areas. Such stressors and impacts will add pressure to already stressed and exploited natural resources, such as pasture, forests and wildlife, and could increase the spread of transboundary pests. The exacerbated degradation of biodiversity, natural habitats, and ecosystems due to climate stressors increases vulnerability of impoverished and rural areas, which largely lack the financial or political capacity to overcome these growing challenges. Additionally, changes in climate will likely affect local and regional economies, as overexploitation and lack of resources are projected to impact key industries such as agriculture, energy, and other water-dependent activities. Climate change will potentially impact five key sectors across the region: agriculture and livestock, water resources, health, biodiversity, and energy.

The countries of Central Asia continue to struggle with establishing policies to address the effects of climate change and with applying strategies for future sustainable use of resources. Modernization of infrastructure and engagement on transition of energy and water systems remains relatively underfunded. Awareness of climate change impacts, particularly for agriculture, energy, disaster risks, and the water sector, is broadly increasing, as are efforts to reduce greenhouse gas emissions. While targeted climate change policies are lacking, governments in the region are integrating climate change considerations and actions into sectoral policies and sustainable development strategies. To note, Green Economy Model has been created for the Kyrgyz Republic under the support of UNDP Kyrgyz Republic as part of UN Partnership for Action for Green Economy (PAGE) programme. Using the software Vensim, the System Dynamics methodology (both for the creation of Causal Loop Diagrams and mathematical models), analysis and interpretation of results using a systemic approach was conducted with the introduction of intervention/policies and tasks. In depth modelling work was supported for the energy, agriculture, and transport sectors. This action will ensure all possible linkages to the Green Economy Modelling work under the Ministry of Economy of the Kyrgyz Republic.

Figure 4. Systems map representing the interconnection of all planet related SDGs – prepared for stakeholder consultations (Bosnia and Herzegovina)



Working at the cross-border level this systems map will focus on programme perspectives linked to climate change and significant SDGs that need to build into the dynamic interaction. An interaction of all the planet related goals is shown below (See Figure below). A subset of these interactions will be explored which investigate the interactions linked to EU and UNDP programmes. The EU specifically promotes regional cooperation whereas UNDP works at national level. The systems mapping will focus on the areas where EU is most engaged and drawing on results frameworks to determine key areas being supported. UNDP will draw from a range of related national projects which also support environmental sustainability.

Following the development of systems maps the project will identify key performance indicators that can be aligned to results frameworks of programmes or potential intervention. These KPIs, to the extent possible will be aligned to the SDGs and an example of KPIs relevant for inclusive prosperity and improving resilience for greener growth can be seen in the Table 1 below:

Table 1. Example of SDG-related KPI's

SDG Target	SDG Indicator	KPI Measurement	Unit
Inclusive prosperity			
8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services	8.3.1. Proportion of informal employment in non-agriculture employment, by sex	Total number of new hires from among formerly informal workers, by age group and gender	Number
8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	8.5.2. Unemployment rate, by sex, age and persons with disabilities	Total number and rate of new employee hires under formal contracts during the reporting period by the following category:	Number

		i. Gender ii. Youth group: 15-29 years old iii. Other indicators of diversity where relevant (such as minority or vulnerable groups, i.e. inactive women, long-term unemployed, returnees.).	
	8.5.1. Average hourly earnings of female and male employees, by occupation, age and persons with disabilities	Total number of new employees by employment contract (permanent and temporary), by gender.	Proportion of new hire by sex and category (contract type)
Improving resilience for greener growth			
6.5 By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate	6.5.1. Degree of integrated water management implementation	Total number of integrated water management initiatives/results	Number
	6.5.2. Proportion of transboundary basin area with an operational arrangement for water cooperation	Total number of transboundary basin areas	Number
7.2. By 2030, increase substantially the share of renewable energy in the global energy mix	7.2.1. Renewable energy share in the total final energy consumption	Total share of renewable energy in energy consumption	Share
12.2. By 2030, achieve sustainable management and efficient use of natural resources	12.2.1 Material footprint, material footprint per capita, material footprint per GDP	Per capita, per GDP material footprint	Per capita, per GDP

It will be relevant to move from the macro-perspective to micro-perspective by defining a set of measures that link to specific goal outcomes. Solutions mapping will focus on key regional EU programmes. The intention will be to define the level of change coming from programme interventions at the output and outcome level and reflecting on the sensitivity of data that can adequately measure these changes. SDG indicators can be too broad for the purposes of measuring change at this level and therefore KPIs are the preferred impact measurement approach. The emphasis will be on transboundary issues such as trade, green growth, water, biodiversity, and resilience SDGs as well as a selection of priority national SDGs that reflect socio-

economic areas which need attention as a response to the crisis. Cross-country comparisons are designed to measure the role of response from stakeholders but to define where bottlenecks and weaknesses may exist in the system and how these could possibly be addressed. Currently, in recovery strategies this level of analyses does not usually exist.

The steps to be taken in this regard will be to:

Step 1: start from the primary goal defining the institutional responsibility and place goal/s and targets at centre of the network map, then look at the links to other goals.

Step 2: based on scientific knowledge and evidence, and understanding of the local context, analyse the interlinkages between goals and targets in terms of:

- *Direction* of causation (unidirectional or reciprocal causality?)
- *The strength* of a given linkage (how important to consider?)
- *Sign* of relationship (+ or -), i.e., trade-off or synergy?

In developing a sub-system of SDG targets for closer analysis will provide an opportunity to see how the solutions may perform as well as providing some impact and measurement frameworks to monitor. This may be important to understand the ways in which linkage between one target might strongly affect the impact in another target. For example, access to social protection is correlated to poverty reduction.

Component 4: Innovative practices and Communication

The project will promote the use of innovative practices that can visualize key SDG progress showing possible trends and hotspots in CA countries. More specifically these visualizations will include:

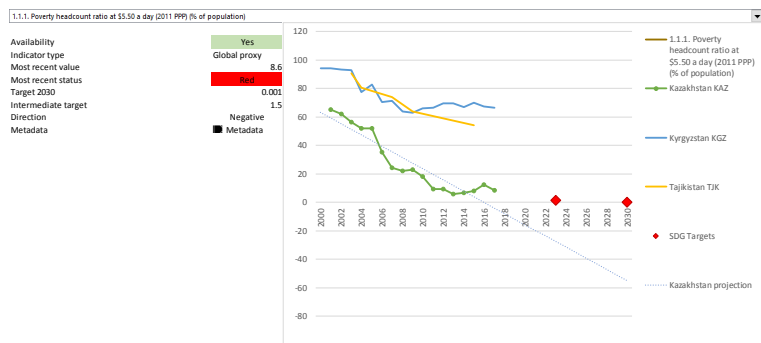
1. instruments for tracking progress in SDGs in Central Asia, both for outcome (SDG) indicators and process (KPI) indicators; using global, regional, and national data.
2. instruments for showing Theory of Change for achievement of SDGs, which could include *inter alia* network / complexity of the ToC (with possibility to zoom in and out, and focus on a subset of ToC), status of elements (achieved/ not achieved), related policies and interventions.
3. tools for visualizations of hotspots of vulnerability—locations or groups where combination of vulnerabilities hamper achievement of SDGs and increase risk of leaving behind groups of people.
4. the digital SDG Space platform that will be developed.

Figure 5. Examples of visualizations

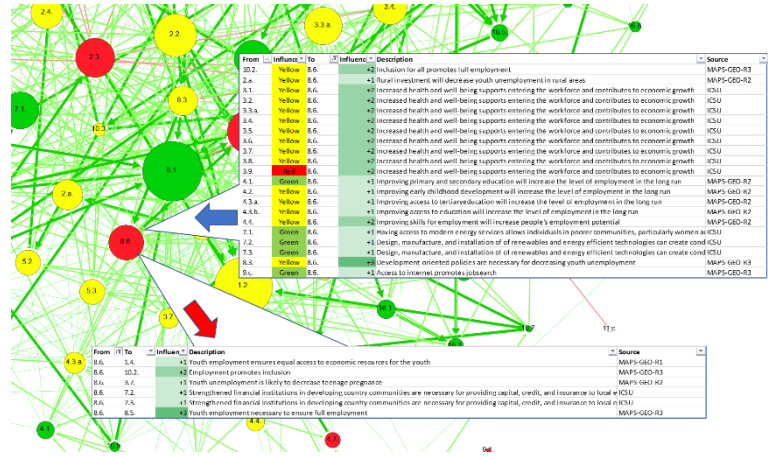
SDG tracker from Kazakhstan SDG Dashboard shows progress in SDG targets, target values, and naïve projects. It allows comparison with other countries.

Goal 1. End poverty in all its forms everywhere
1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day

1.1.1. Poverty headcount ratio at \$5.50 a day (2011 PPP) (% of population)



SDG complexity map (Theory of Change) for Georgia. SDG target bubble size indicates total influence of the target, colour correspond to the achievement of target. Boxes show detailed influence (to and of) for SDG target. Additional layer could be added to show specific policies and activities and their KPIs.



Grouping of municipalities in Serbia based on multiple vulnerability criteria. This clustering allows for better targeting of development policies and projects.

	HDI	Disasters	GNI per capita, estimated, \$	Local budget revenues, RSD/capita	Modern Roads, % of total	Ageing Index	Population growth	Population
Group 1: Prone to natural disasters								
Куршумлија	0.709	49	4,368	32,379	39	131	-10	18,963
Крушевац	0.754	49	6,362	22,827	80	133	-6	127,892
Лесковац	0.729	44	5,627	20,682	68	123	-7	143,023
Прокупље	0.739	36	6,226	32,139	65	125	-6	43,986
Смедерев	0.757	29	8,081	30,622	100	105	-3	107,652
Бујановац	0.668	26	4,352	24,285	59	44	3	38,214
Житорађа	0.656	22	2,244	29,373	89	140	-8	16,201
Average	0.716	36	5,323	27,472	71	114	-5	70,847
Group 2: Prone to economic downturn								
Опovo	0.643	3	1,696	20,453	100	116	-5	10,326
Житорађа	0.656	22	2,244	29,373	89	140	-8	16,201
Дољевац	0.682	5	2,331	20,970	82	136	-7	18,376
Мерошина	0.652	5	2,357	22,580	82	156	-10	13,848
Ражањ	0.657	7	2,520	23,263	86	234	-19	8,958
Average	0.668	13	2,745	24,019	85	149	-10	13,542
Group 3: Specific demographic concerns								
Црна Трава	0.693	4	12,208	86,486	30	451	-33	1,608
Гаџин Хан	0.702	7	5,745	40,688	100	351	-21	8,202
Бабушница	0.698	8	4,473	32,354	69	268	-20	12,025
Кучево	0.670	10	4,455	27,696	73	214	-19	15,201
Ражањ	0.657	7	2,520	23,263	86	234	-19	8,958
Average	0.682	8	5,358	39,084	74	278	-22	9,199

The SDG Space digital platform will offer a unique opportunity to ensure active engagement of the private sector to the SDG implementation Agenda and seeking for creative ideas to financially support sustainable initiatives. The assumed collaboration between SDG ideas-generating stakeholders and representatives of the private sector, will contribute to the creation of interconnected regional network of stakeholders and attainment of tangible results benefiting SDGs progress in the whole CA region. The idea is to establish an SDG Space Lab where youth, academia and NGOs will be able to suggest ideas that will facilitate progress towards SDGs. The implementation of these projects is assumed to be financed by the private sector. After the completion of the current project the SDG digital platform will be handed over to accountable organization in Kazakhstan to continue its operationalization and monitoring across CA region.

Support recovery from the COVID 19 Pandemic will be mainstreamed in the overall approach.

Priority areas for support will focus on:

Improving Resilience - anticipating and addressing the challenges affecting socio-economic goals in the face of COVID-19 impacts and make key recommendations for effective policy responses. Linkages will be made to responses and the implications of diversion from key policy targets - such as cooperation on implementing the Paris climate commitments and tackling trans-regional environmental challenges, including water and biodiversity - to turn them into opportunities in a potentially new phase of development stimulation needed in post-COVID-19 period.

Maintaining Prosperity – supporting a return to growth potential and increased cooperation on development of skills, employment policies, research, and innovation, with special attention for women and youth and on enhancing labour standards and decent work, the latter being necessary elements to maintaining prosperity. It will work to address structural constraints on intra-regional trade and investment and promote sustainable connectivity and digitalization.

Working Better Together – emphasis will be on shared learning to enhance knowledge and innovation with the countries of Central Asia. To the extent possible focusing on the financing

architecture that will be needed to overcome fiscal challenges and maintaining an engaged dialogue with partners to meet expectations of civil society and social welfare.

III. RESULTS AND PARTNERSHIPS

Expected Results

The project's overall objective is to strengthen governance for sustainable development which can be achieved through a specific objective on developing a knowledge - sharing platform supporting CA countries to track and adjust key socio-economic policies by monitoring SDG progress and financing as well as improving the effectiveness of regional EU programmes towards this goal.

Outcome 1/Expected Result 1: Contribution to SDGs achievement through modelling effectiveness of the socio-economic policies and their contribution to achieve SDGs is provided

The outcome envisages 5 key outputs:

Output 1.1. Medium and long-term development scenarios based on the pre-COVID situation are modelled and alternative scenario based on potential impact of COVID-19 on linkages between economic, social, and human systems and SDGs are developed.

Output 1.2. Key recovery scenarios developed in conjunction with stakeholders to map out the variables which are considered most relevant and important are defined

Output 1.3. The set of uncertainties that will restrict progress is mapped, the mapping of the current real-life policy settings is prepared, comparison of mapping with a set of trade-off characteristics is performed

Output 1.4. Scenarios stimulating specific policy strategies and the impact that they have across a wide range of outcome indicators including SDG achievement are produced

Output 1.5. Strategic interventions aimed at minimizing both loss of life and setbacks to human and economic development and considering the environmental dimensions of the various scenarios are explored

Tentative and not exhaustive related activities:

- Develop a Terms of Reference for the Pardee Centre for International Futures at the University of Denver and sign a Contract to implement the following activities:
 - Develop a new Current Path that represents the expected economic and demographic impacts of the COVID-19 pandemic in Central Asian countries
 - Construct a set of 3 scenarios aimed at bringing the post-COVID developmental trajectory back in line with pre-COVID projections
 - Agree a set of variables that these scenarios will be built around through a first series of stakeholder consultations
 - Develop a framework for exploring the space of possibilities related to different mortality and economic growth trade-offs. This task will construct a framework defined by two (or three) key dimensions of uncertainty
 - Develop a database of policy responses to the COVID-19 pandemic and derive a classification scheme that will facilitate the inclusion of these policies in subsequent analysis
 - Using the policy database and systems map described above, identify key leverage points that individuals, firms, governments, and intergovernmental organizations might use to mitigate the impacts of the COVID-19 pandemic and assess the trade-offs associated with using them
 - Map the policy landscape and future scenarios using insights gained from previous work and from stakeholder engagements, to identify a set of strategic policy interventions through a series of iterations between Pardee, UNDP, and other stakeholders during a final scenario building workshop
- Undertake capacity and knowledge sharing exercises as the first step in developing the overall regional platform:

- Identify relevant policy makers in Ministries of Economy, and conduct a series of workshops for specific countries and culminating in a Central Asia sub-regional forum
- Identify research centres that are closely linked to the Ministries of Economy for helping to develop the IFs model, scenarios, and policy mapping
- Conduct information sessions at various stages of the scenario development to help develop a peer review mechanism that would help refine the model

In addition to the more technical work conducted with Pardee and the use of the IFs model this output will undertake capacity and knowledge sharing exercises as the first step in developing the overall regional platform. This includes:

- Linking Ministries of Economy (and other relevant government agencies) who are responsible for developing medium and long term plans this exercise will provide an overall view of the macro perspective of COVID-19 impacts and key policy settings affecting medium to long term development and recovery. The relevant policy makers will be identified, and series of workshops conducted both for specific countries and culminating in a Central Asia sub-regional forum.
- Research centres that are closely linked to the Ministries of Economy will be the key clients for helping to develop the IFs model, scenarios and policy mapping and as well as receiving capacity building for understanding long term model results and implications for public policy settings in COVID-19 recovery.
- UNDP and Pardee Centre for International Futures will invite development partners to participate in information sessions at various stages of the scenario development to help develop a peer review mechanism that would help refine the model and to understand its strengths and weaknesses. In most situations UNDP participates in donor coordination fora and this provides an entry point for discussions on socio-economic response scenarios.

Outcome 2/Expected Result 2: Contribution to coordination of effort in assessing national financial gaps using the Integrated National Financing Framework (INFF) methodology and ongoing Development Finance Assessments and stimulating regional exchange of best practices is provided

The main outputs of this outcome will include:

Output 2.1. Capacity building and support to the piloting of Development Finance Assessment (DFA) in select sector(s) in Turkmenistan and other key analyses on financing in other CA countries to develop an understanding of the critical financing issues that will affect SDG progress is provided

Output 2.2. A sub-regional financing dashboard integrating trends on financing flows and governance dimensions to allow cross-country comparisons, increase knowledge sharing across Central Asian countries, and the identification of common challenges and best practices for policy reforms for financing the SDGs is developed

Output 2.3. Support of a regional platform for exchanges of good practices via summits, working groups and workshops, peer learning (UNDP staff/expert input and services) is provided

Activities under this outcome will be linked to the ongoing SDG financing projects in four of the countries and as well it will provide support for Turkmenistan in its overall SDG financing agenda.

Tentative and not exhaustive related activities:

- **Kazakhstan:** conduct a series of assessments that will help monitor trends in financing flows at the national and subnational levels and identify resource gaps for financing national development and priority SDGs
- **Kyrgyz Republic:** strengthen the statistical data quality and collection and assess the need for the necessary incentives to crowd in private sector capital for SDG implementation

- **Tajikistan:** support the development of a platform for SDG financing for broader multi-stakeholder engagement and aim at developing a national financing roadmap for the implementation of national development priorities and the SDGs
- **Turkmenistan:** support in taking further steps for integration the SDGs into national and sectoral development programmes:
 - With the support of UNDP IRH and UNDP Finance Sector Hub, the project will promote development finance issues to the Government of Turkmenistan considering the high-level political interest in achieving the SDGs and creating the favourable conditions to attract private and foreign investments
 - Conduct a series of workshops to draw on experiences in introducing Integrated National Financing Frameworks.
 - Conduct Development Finance Assessment to identify untapped sources of domestic and international financing, as well as opportunities to allocate existing resources for sustainable development outcomes
- **Uzbekistan:** elaborate a more holistic financing strategy for the implementation of national development priorities and the SDGs through the development of an Integrated National Financing Framework

Regional activities:

- Consolidate findings on trends over domestic, international, public, and private financing and integrate and consolidate them into the sub-regional dashboard, which will track and analyse financing flows and progress over priority areas on financing
- Develop and integrate key indicators and dimensions over the institutional architecture, budget processes and mechanisms for financing, particularly around public finance and with a focus on the SDGs
- Organize a Regional Summit on SDG Financing to exchange good practices

Outcome 3/Expected Result 3: Evidence-based policymaking and tracking of SDG progress and contribution of the EU regional programmes in SDG achievement, focusing on policies with transboundary impact, including environment, water, biodiversity, trade, and social development (in particular gender equality with tools is applied)

Output 3.1. Through a process of stakeholder consultation, complex systems with basic assumptions on the interconnections with SDGs are mapped with basic assumptions on the interconnections with SDGs and put forward a theory of change that is required to achieve progress on certain parameters.

Output 3.2. Relevant SDG targets and indicators are examined

Output 3.3. The ways on how regional EU-funded programmes are intended to influence policies in CA countries, notably environment, climate change, water and biodiversity, trade, and investment policies are analysed

Output 3.4. SDG related KPIs that document how regional EU funded projects contribute to meeting the SDGs at a measurable level are developed

Output 3.5. Reporting formats for regular submission and simplification of the M&E system and processes ensuring appropriate focus on measurable KPIs are developed.

Tentative and not exhaustive related activities:

- Develop a theory of change that is required to achieve progress on inclusive prosperity, and improving resilience for greener growth parameters
- Examine relevant SDG targets and indicators to understand the ways in which linkage between one target might strongly affect the impact in another target
- Develop a systems' map that will focus on programme perspectives linked to climate change and significant SDGs that need to build into the dynamic interaction. The systems mapping will focus on the areas where EU is most engaged and drawing on results frameworks to determine key areas being supported. UNDP will draw from a range of related national projects which also support environmental sustainability.

- Identify key performance indicators that can be aligned to results frameworks of programmes or potential intervention. These KPIs, to the extent possible will be aligned to the SDGs
- Develop reporting formats for regular submission and simplification of the M&E system and processes ensuring appropriate focus on measurable KPIs

Outcome 4/Expected Result 4: Key SDG progress showing possible trends and hotspots in CA countries is visualized with the use of innovative practices

This outcome is designed to interpret the dynamic systems and use innovative techniques to display progress and trends across SDGs and their interaction. This outcome will also support communication activities and building relevant online presence to support the regional platform concept.

More specifically, the following outputs are expected:

Output 4.1. A visual model that illustrates SDGs and impact on SDGs is developed.

Output 4.2. SDGs of important transboundary value are identified and a Theory of Change model about SDG interconnectivity (reflecting the SDG complexity) for Kazakhstan and subsequently for other countries of the region where deemed feasible and relevant is developed

Output 4.3. Regional SDG Space digital platform focused on engagement of the private sector representatives is developed

Tentative and not exhaustive related activities:

- Develop Theory of Change model about SDG interconnectivity (reflecting the SDG complexity) for 5 Central Asian countries. This ToC should be gender sensitive and consider Leaving No One Behind principle.
- Establish a routine for compiling SDG indicators and process (KPI) indicators using global, regional, and national data and supporting on existing or standalone portal that can support data visualization.
- Explore available and necessary dimensions of SDG indicators and KPI indicators for identification of vulnerability hotspots in 5 Central Asian countries.
- Identify those SDGs of important transboundary value and examine the theory of change model about SDG interconnectivity for Kazakhstan and subsequently for other countries of the region where deemed feasible and relevant.
- Develop tools for (i) tracking progress in SDGs in Central Asia; (ii) visualization of Theory of Change for achievement of SDGs and related policies and projects; (iii) visualizations of hotspots of vulnerability in terms of locations or groups (in extend possible)
- Develop regional SDG Space digital platform focused on engagement of all stakeholders and targeted groups sharing experience and finding mutual solutions towards partnership in SDG projects.

Resources Required to Achieve the Expected Results

The project will be financed by the EU during three years of project implementation. A detailed budget detailing all resources and their respective costs required to implement the Project activities is presented in Section VII. Additionally, Component 2 of the project will be complimented with ongoing activities on developing Integrated National Financing Frameworks (INFFs) in four of the five UN Country Teams (with UNDP leading in three of these) in Central Asia funded by the UN Joint SDG Fund. Although, Turkmenistan has not received funding for developing an INFF, this project will help to foster engagement on this key issue

Human Resources:

Project Staff: This will include staff responsible for providing technical assistance and carrying out administrative and management tasks. The human resources required for the implementation of the project comprise of project personnel in 6 locations as follows:

1. Istanbul Regional Hub

- Inclusive growth expert: P4, part-time for the duration of 3 years (2021 – 2023) and in-kind contribution of time from IRH Team Leader and 2 Programme specialists to provide technical support for the analysis of regional trends and system complexity, definition of region wide KPIs, coherence in the methodologies applied, support the design, facilitation of the regional platform and especially providing overall quality control for the outputs from consultants and partners (i.e. Pardee).

2. Kazakhstan

- Project Manager: SB4, part-time years 1 and 2, full-time for year 3, who will provide administrative oversight and internal controls, coordination, and supervision of institutional relations with concerned government institutions. The role of the project manager will be to coordinate the team, ensure that activities are taking place according to the activity plan and apply results based management, coordinate reporting from the country level and overall activities, as well as deliver on the regional activities – including knowledge exchange and learning, capability development, and portfolio design and activation. She/he will be guiding and supervising all policy-based relations between the project, EU, and the Government of Kazakhstan.
- Project Specialist: SB3, part-time years 1 and 2, full-time for year 3, who will be responsible for the technical lead of consultants, perform negotiations with local authorities.
- Project Assistant: SB2, part-time for years 1 and 2, full-time for year 3, who will be responsible for assisting the Project Manager and the Project Specialist in implementing daily project management activities
- Gender Specialist: part-time position responsible for consulting on the gender-related activities of the project.
- Procurement Specialist: G6, part-time position responsible for supporting the project with procurement cases (reviewing the terms of reference of consultants, providing quality check of the legal agreements, contract management)
- Finance Associate: G6, part-time position responsible for payment processing, issuance of the bank cards throughout the project cycle.
- HR Associate: G6, part-time position responsible for the recurrent personnel management services (extension of contracts, salary payments, etc).
- Travel unit Associate: G6, part-time position responsible for travel management during the period of the project upon demand
- ICT Associate: G6, part-time position responsible for the IT support of the project upon demand

3. Kyrgyz Republic

- Project Coordinator: SB5, part-time for the duration of 3 years will be responsible for in-country activities, coordination with other COs, contributing to developing and implementing a results-based work plan for the project, etc.
- Administrative Finance Associate: SB3, part-time for the duration of 3 years responsible for payment processing, administrative support, vendor management, etc.

4. Tajikistan

- Team Leader for Sustainable Economic Development: NOB, 5% annually for the duration of 3 years who will provide overall strategic guidance and supervision of the project, liaison with national stakeholders, partnership with EU and stakeholders in country.
- SDG Policy Specialist: SB4, 30% annually for the duration of 3 years who will be responsible for in-country activities, coordination with other COs, contributing to developing and implementing a results-based work plan for the project, etc. He/she shall be responsible for all substantive, managerial and financial reporting for the project.

- Finance Associate: SB3, 15% part-time position for the duration of 3 years responsible for payment processing, administrative support, vendor management, etc.

5. Turkmenistan

- Project Manager: SB4, part-time for the duration of 3 years, who will be responsible for the technical lead of consultants, perform negotiations with local authorities.
- Project Assistant: SB2, part-time for the duration of 3 years who will be responsible for assisting the Project Specialist in implementing project activities at the CO level

6. Uzbekistan

- Team Leader for Sustainable Economic Development: NOB, part-time for the period of 3 years who will provide overall strategic guidance and supervision of the project, liaison with national stakeholders, partnership with EU and stakeholders in country (part-time).
- Project Manager: SB4, part-time for the duration of 3 years who will be responsible for coordination with UNDP Kazakhstan CO and other CO's, responsible for all substantive, managerial and financial reporting for the project
- Task Manager: SB4, part-time for the duration of 3 years who will be responsible for implementing a work plan and supporting PM with substantive, managerial and financial reporting
- Administrative Finance Associate: SB3, part-time engagement responsible for payment processing, administrative support, vendor management, etc.

Travel and security costs: To secure a smooth implementation of the activities, the project foresees travel cost – including DSA and travel fares. See Section VII.

Project Office (in Kazakhstan): To efficiently implement activities, this project includes expenses related to office rent, communication and internet, stationary and other office supplies, and office equipment maintenance.

Equipment and supplies: The project foresee maintenance costs for the project-related staff. The services of external experts / consultants will be used for implementation of selected activities e.g. training, interpretation, translation, design, city taxi, etc. as included in the Section VII.

Partnerships

Productive and meaningful partnerships with relevant government and civil society actors will be established to enhance delivery of project results and contribute to sustainability. Synergies will be ensured with all EU funded regional programmes on-going in Central Asia.

UNDP globally is a trusted partner with a wide range of close partnerships with key government institutions, NGOs, and other stakeholders.

In each CA country the Project will be implemented with active engagement of the SDG working groups and relevant members. Building partnerships on the existing SDGs platforms would bring more value to the Project and contribute to the achievement of better results. In each CA country cooperation will be conducted through one Ministry accountable for coordination of the SDG implementation in the country. That kind of approach would facilitate communication of the CA UNDP offices with the relevant Governments in inquiring necessary data and ensuring active engagement.

The successful implementation of the project assumes engagement of non-governmental sector participating in the EU projects and SDG agenda to strengthen the existing partnerships. NGOs will provide value added to overall work by their expertise and independent assessment which would lead to better validity of the outputs and results.

Risks and Assumptions

Risks	Risk level (H/M/L)	Mitigating measures
<p>Disruption risks to the project caused by healthcare crisis such as COVID-19 lead to the:</p> <ul style="list-style-type: none"> • Cut of budget expenditures which in turn might adversely affect the ongoing negotiations, joint events, and short-term activities of the Project • Postponing the implementation of the government tasks that are not related to security and social safety might negatively affect (delaying) the Project's launch and early-stage activities 	H	<ul style="list-style-type: none"> • Align the project's activities with national economic stimulus measures in combination with close monitoring of the situation by Project's implementing partners in coordination with Authorities and EU • Switch to the web-based format of operating the Project including online tools • Switch to the web-based format of trainings/seminars and conferences;
<p>Key staff rotation within partner government agencies and inertia caused by lack of political commitment from the CA government authorities on the implementation and financing of the SDGs, particularly on politically sensitive issues</p>	M	<ul style="list-style-type: none"> • Participatory approach to the Project by involving multiple stakeholders and diversifying implementation and policy communication channels to reduce the impact of individual changes • Close monitoring of the political context and regular consultations with CA Authorities (MFA) and UNDP CO's • Strong and constant communication throughout the duration of the Project to all relevant government authorities (the highest political level possible) highlighting the importance and benefits of the Project.
<p>Governance breakdown due to the political crisis in Kyrgyz Republic contributing to additional strain on the economy of the country</p>	H	<ul style="list-style-type: none"> • Maintain to a certain degree of flexibility to adapt to shifting government priorities due to the political situation in Kyrgyz Republic • Ensuring constant communication with UNDP Kyrgyz Republic to plan risk mitigation strategy
<p>Unexpected economic shocks triggered by financial/health/social crises</p>	M	<ul style="list-style-type: none"> • Maintain a certain degree of flexibility to adapt to shifting government priorities due to unexpected economic shocks and align Project's activities with the situation.
<p>Following the successful presentation of the VNR, the initiatives of the CA governments to upgrade their SDG implementation mechanisms can come to a</p>	M	<ul style="list-style-type: none"> • Execution of the Project through the Government led institutions in close partnership with a range of national stakeholders will help build ownership through formal research, brainstorming and training, while UNDP will increase attention to

standstill. The lack of urgency regarding maintaining the momentum around mainstreaming SDGs in the countries planning, budgeting and infrastructure might occur		disseminating the results to help build and sustain the results in the countries.
Weak ownership and low level of involvement of CA government authorities in the project implementation	M	<ul style="list-style-type: none"> Closely liaise with UNDP CO's in CA region and involve their established networks in CA to be able to build strong and effective relationships with the government authorities.
Faulty project implementation due to limited institutional capacity, high staff turnover, fiduciary difficulties, and bureaucratic procedures Furthermore, the risk of non-availability of timely, disaggregated data may make some of the analysis and costings less effective	L	<ul style="list-style-type: none"> Among other activities the project focuses on capacity building by means of sharing best practices between CA stakeholders. This will also require improvements in data quality and availability by systematically involving the National Statistics offices in the Project's execution and capacity-building

Assumptions

The primary underlying assumption is that all Central Asian government actors will maintain their commitment to the realization of Agenda 2030 which will help countries to set an ambitious and a transformational vision of the world to end poverty, protect the planet and ensure prosperity to all. Since the implementation of the Action assumes the involvement of a different range of stakeholders - where a principle of "Leave no one behind" should be followed but at the same time it is necessary to ensure a "tone at the top" approach -- it is assumed that the level of bureaucracy among government agencies will be low, which will allow a smooth implementation of the Project.

Stakeholder Engagement

There are several levels of stakeholders who will contribute to the implementation of the Project due to its regional scope and various approaches in implementing and achieving the SDGs.

The development of a multi-stakeholder regional platform will ensure active involvement of various stakeholders. It will also facilitate participatory and inclusive consultative processes, involving marginalized populations and excluded groups of people, to fulfil the key principle of SDGs – leaving no one behind. Importantly, advancing gender equality will be a significant objective of this project.

To ensure progress on Project it is important to map stakeholders engaged in the EU regional projects with stakeholders linked closely with SDG Agenda to have a complete picture. Each CA country has adopted SDG institutional structure approved by the Government including different types of stakeholders within various SDG oriented groups. This will provide a good source for UNDP to find necessary stakeholders to collaborate.

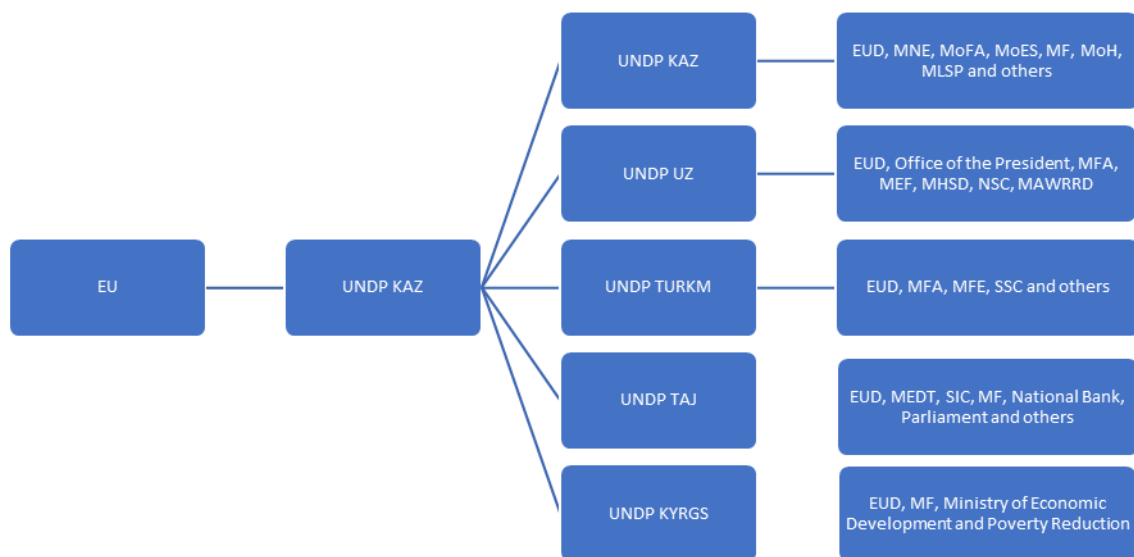
The key government stakeholders of the Project are Ministry for Economic Development, which in most cases performs the role of the SDG implementation process coordinator and is responsible for reporting on the progress on SDG 8, Ministry of Health, Ministry of Labour and Social Protection and Ministry of Education are found to be key line ministries responsible for SDG 3, SDG 4 and SDG 10. It is also required to engage line ministry accountable for the policies in climate change, biodiversity, and water resources to respond to SDG 13, SDG 6 and SDG 15.

Another important stakeholder to engage on behalf of the Government is Ministry of Foreign Affairs which will coordinate overall cooperation with EU and Ministry of Finance to interact on SDG financing.

Frederick S. Pardee Centre at the University of Denver is defined as a responsible partner based on collaborative advantage to provide International Futures support during Project implementation based on unique expertise of Frederick S. Pardee Centre of working in the International Futures forecasting system (IFs) and experience of working with UNDP and other UN agencies globally.

The list of stakeholders might evolve further depending on the level of interconnectedness of EU and SDG Agenda at the regional level. Close connection with these stakeholders will contribute to deep engagement with CA governments and ensure their ownership to the results of this project. Close engagement of stakeholders from CA governments would provide more clarity on results and impact done within implementation of EU regional projects and open channels to get familiar with their own internal assessments.

Figure 6: Key Stakeholders



Key stakeholders in the CA countries

- **Kazakhstan:** EUD, Ministry of National Economy, Ministry of Foreign Affairs, Ministry of Health, Ministry of Labor and Social Protection of Population, Ministry of Education and Science, Ministry of Ecology, Geology and Natural Resources and others.
- **Kyrgyz Republic:** EUD, Office of the President, Ministry of Foreign Affairs, Ministry of Economy and Finance, Ministry of Health and Social Development, National Statistics Committee, Ministry of agriculture, water resources and regional development (MAWRRD) and some others.
- **Tajikistan:** EUD, Ministry of Economic Development and Trade, State Investment Committee, Ministry of Finance, National Bank of Tajikistan, Parliament, and others.
- **Turkmenistan:** EUD, Ministry of Foreign Affairs, Ministry of Finance and Economy, State Statistics Committee, and others.
- **Uzbekistan:** EUD, Ministry of Finance, Ministry of Economic Development and Poverty Reduction

Knowledge

The project provides ample opportunities for knowledge exchange and learning among the beneficiary countries, between the beneficiary countries and partners in the EU. All project components include specific activities on the knowledge exchange and learning. Capacity building

of national institutions is at the core of the project strategy. Knowledge exchanges will be secured through joint capacity building and training events, including organization of the Regional Summit in Component 2 on SDG Financing Architecture.

The Knowledge management will also be ensured by information dissemination and experience sharing. The Project will ensure a regular dissemination of up to date information to its target groups and will facilitate experience sharing through newsletters, case studies and success stories, as well as exchange visits throughout Kazakhstan, Uzbekistan, Kyrgyz Republic, Tajikistan, and Turkmenistan.

Sustainability and Scaling Up

With the aim of ensuring the sustainability of results, every activity and pilot initiative of the Project will be designed and implemented in accordance with the understanding of subsequently ending both external and financial support and providing expert support, thus transferring the responsibility to the enabled national partners in a manner consistent with the objective of producing sustainable development outcomes. National ownership of the results will be ensured by the continuous and direct involvement of the beneficiary organisations in the process of obtaining the expected results.

The goal of the project is to ensure the sustainability of impacts and activities. In fact, the project intends to set in place a system whereby the benefits expand beyond the original beneficiaries and their communities.

Besides the practices that will be established by the participating states to cooperate and learn from their peers in the context of the SDGs, the platform will build the capacity of their administrations to obtain and analyse data critical for their country's development.

The long-term and sustainable benefits also include SDG related KPIs for the regional EU funded projects linking and visualising the link between results of EU funded regional programmes, the EU results framework and SDG indicators at regional and country level. This will enable the establishment of a system that can document the effectiveness of the EU funded programmes and their contribution towards meeting the SDGs, which both the benefitting states and the EU can benefit from beyond the lifetime of the project.

The sustainability of the platform will greatly depend on the buy-in of the ministries of economy/finance. In this context, it is hoped that CA governments will take advantage of the ongoing works of the existing regional structures, such as, but not limited to, the Central Asian Regional Economic Cooperation program (CAREC) of the Asian Development Bank. The ongoing strategic partnership of the Asian Development Bank, UNDP – and now the EU – around the SDG agenda may play a role in facilitating this.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

UNDP will use a portfolio management approach to improve cost effectiveness. Cost effectiveness and cost efficiency during the project implementation will be ensured by compliance with the UNDP standard rules, regulations, policies, and procedures.

UNDP project team will develop a detailed project implementation plan with application of monitoring tools at each phase of the project. This will help trace the output indicators and measure the level of achievement of project goals versus identified project targets.

In its implementation, the project will widely use new programme and project management methods, mechanisms, and financial instruments to ensure cost efficiency and effectiveness throughout the project implementation.

Project Management

UNDP Kazakhstan CO will be the **Lead Country Office** and will be responsible for the overall project implementation and will coordinate day-to-day operations of the project in managing the work of International/National Experts, be responsible for organizing events at the local and regional levels and meetings of the working groups at the local level, as well as be solely accountable to the donor on the project results, will consolidate and prepare progress reports on the project activities, including recent achievements, risks and proposed mitigation measures to the Project Board meetings. UNDP KAZ CO will be solely accountable to the donor on the project results as well as implementation of the financial resources UNDP KAZ CO will work with other UNDP CO's in Central Asia providing guidance on step by step project implementation.

UNDP Kazakhstan will sign the agreement with EU and will be the lead office accountable to EU for the fund's utilization in line with UNDP- EU FAFA and will be responsible for the donor funds distributions among participating country offices.

UNDP IRH will provide technical support to the project in terms of the analysis of regional trends and system complexity, definition of region wide KPIs, coherence in the methodologies applied, support the design, facilitation of the regional platform and will be contributing to achievement of substantive results through reviewing the reports and contributions of the consultants and partners.

UNDP COs in Tajikistan, Uzbekistan, Turkmenistan, and Kyrgyz Republic are participating countries offices. They will maintain close cooperation with key relevant ministries engaged in implementation of the SDG Agenda to get them familiarized with main goals of the Project and its contribution to SDGs achievement in the context of each country. On top of that, the support from other UNDP CO's in the project implementation is envisaged in terms of taking active part in organization of knowledge-sharing events at the regional and local levels, providing data for the annual reporting and other reports required by the donor, as well as appoint members to the Project Board and report to the members of existing National Coordination boards at the country level.

Participating country offices shall be responsible to provide timely inputs for the donor reporting as requested by the Lead Office.

For more details, see Section VIII on Governance and Management arrangements.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: Outcome 3.1. By 2025, all people in Kazakhstan, especially the most vulnerable, benefit from inclusive, resilient, and sustainable economic development with improved productive capacities, skills and equal opportunities for sustainable and decent jobs, livelihoods, and businesses

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Indicator 3.2.1. Number of new cross-sectoral cooperation and knowledge-sharing initiatives

Applicable Output(s) from the UNDP Strategic Plan: 2. Accelerate structural transformations for sustainable development

Project title and Atlas Project Number: Set-up of an SDGs Platform in Central Asia, № 00123516

EXPECTED OUTCOMES	EXPECTED OUTPUTS	OUTPUT INDICATORS ²⁶	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
				Value	Year	Year 1 (2021)	Year 2 (2022)	Final (2023)	
<p>Outcome 1: Contribution to SDGs achievement through modelling effectiveness of the socio-economic policies and their contribution to achieve SDGs is provided</p>	<p>1.1. Medium and long-term development scenarios based on the pre-COVID situation are modelled and alternative scenario based on potential impact of COVID-19 on linkages between economic, social, and human systems and SDGs is developed.</p>	<p>1.1.1. Number of development scenarios modelled</p>	<p>Policy responses to the COVID-19 pandemic in 5 CA countries, SEIA in 5 CA countries and other relevant data</p>	0	2021	3 scenarios	-	-	<p>Primary/Secondary data collection: Analytical report with analysis conducted on 5 CA countries Primary data collection Report on the scenario development workshop with participation of Pardee, UNDP and other stakeholders.</p>

	1.2. Key recovery scenarios developed in conjunction with stakeholders to map out the variables which are considered most relevant and important are defined	1.2.1. Number of key recovery scenarios developed		0	2021	2 scenarios	2 scenarios	-	Primary data collection Report on the scenario development workshop with participation of Pardee, UNDP and other stakeholders.
	1.3. The set of uncertainties that will restrict progress is mapped, the mapping of the current real-life policy settings is prepared, comparison of mapping with a set of trade-off characteristics is performed	1.3.1. Number of uncertainties that will restrict progress is defined		0	2021	3 uncertainties	-	-	A database of government and inter-governmental response to COVID-19
		1.3.2. Policy responses in the database are mapped to the variables and uncertainties in the systems map		No mapping	2021	Mapping is performed	-	-	Causal diagram created by Pardee Centre illustrating direct and indirect impact pathways to pandemic
		1.3.3. A database of policy responses to COVID-19 pandemic is created		No database	2021	-	1 quality database	-	Database in excel format
	1.4. Scenarios stimulating specific policy strategies and the impact that they have across a wide range of outcome indicators including SDG achievement are produced	1.4.1. Number of scenarios prepared		0	2021	-	a set of 4 scenarios is prepared	-	Report prepared by Pardee Centre that qualitatively describes key policy pathways and the expected outcomes associated with them

	1.5. Strategic interventions aimed at minimizing both loss of life and setbacks to human and economic development and considering the environmental dimensions of the various scenarios are explored	1.5.1. Number of strategic interventions explored		0	2021	-	-	strategic interventions on 4 major complex interactions of human, economic, political, and epidemiological systems	<p>A final report on the results of analyses prepared by Pardee Centre</p> <p>A report on the final scenario building workshop between Pardee, UNDP and other stakeholders</p>
<p>Outcome 2: Contribution to coordination of effort in assessing national financial gaps using the Integrated National Financing Framework (INFF) methodology and ongoing Development Finance Assessments in the region through stimulating regional exchange of best practices is provided</p>	2.1. Capacity building and support to the piloting of Development Assessment (DFA) in selected sector(s) in Turkmenistan and other key analyses on financing in other CA countries to develop an understanding of the critical financing issues that will affect SDG progress is provided	2.1. Number of DFAs conducted	Analytical reports on SDG Budgeting, INFFs and DFAs in 5 CA countries, internal government data	2	2021	3	2	-	Development Finance Assessments validated by the governments of the respective counties

	<p>2.2.A sub-regional financing dashboard integrating trends on financing flows and governance dimensions to allow cross-country comparisons, increase knowledge sharing across Central Asian countries, and the identification of common challenges and best practices for policy reforms for financing the SDGs is developed</p>	<p>Number of sub-regional financing dashboards created</p>	<p>Budget/Financial data from the relevant ministries in 5 CA countries, i.e. Ministry of Finance</p>	<p>0</p>	<p>2021</p>	<p>-</p>	<p>1</p>	<p>-</p>	<p>Report on the development of a sub-regional financing dashboard</p> <p>News on the official websites of involved government stakeholders and IOs</p>
	<p>2.3. Support of a regional platform for exchanges of good practices via summits, working groups and workshops, peer learning (UNDP staff/expert input and services) is provided</p>	<p>Number of meetings held</p>	<p>Summit reports Workshops Lists of participants and attendance sheets</p>	<p>0</p>	<p>2021</p>	<p>2</p>	<p>4</p>	<p>2</p>	<p>News on the official websites of involved government stakeholders and IOs</p>

<p>Outcome 3: Evidence-based policymaking and tracking of SDG progress and contribution of the EU regional programmes in SDG achievement, focusing on policies with transboundary impact, including environment, water, biodiversity, trade, and social development (gender equality) with tools applied</p>	<p>3.1. Through a process of stakeholder consultation, complex systems with basic assumptions on the interconnections with SDGs are mapped with basic assumptions on the interconnections with SDGs and put forward a TOC that is required to achieve progress on certain parameters</p>	<p>A theory of change that is required to achieve progress on inclusive prosperity, and improving resilience for greener growth parameters is developed</p>	<p>Statistical data, minutes of consultations with key stakeholders, regional EU-funded programmes</p>	0	2021	-	1 ToC	-	<p>Stakeholder consultations minutes of meetings, Agenda, LoP</p>
	<p>3.2. Relevant SDG targets and indicators are examined</p>	<p>Number of SDG targets and indicators examined</p>		0	2021	-	-	<p>all nationalised SDGs and their targets are examined</p>	<p>Stakeholder consultations minutes of meetings, Agenda, LoP</p>
	<p>3.3. The ways on how regional EU-funded programmes are intended to influence policies in CA countries, notably environment, climate change, trade and investment policies are analysed</p>	<p>Number of policies analysed in environment, climate change, trade and investment areas</p>		0	2021	-	3	2	<p>Research study produced by research organization</p>

	3.4. SDG related KPIs that document how regional EU-funded projects contribute to meeting SDGs are developed	SDG related KPI's identified (sex-disaggregated where possible and relevant)		0	2021	-	-	34	Research study produced by research organization
	3.5. Reporting formats for regular submission and simplification of the M&E system and processes ensuring appropriate focus on measurable KPIs are developed	Number of reports developed.		0	2021	-	-	5	Research study produced by research organization
Outcome 4: Key SDG progress showing possible trends and hotspots in CA countries (to the extent possible) is visualized with the use of innovative practices	4.1.A visual model that illustrates SDGs and impact on SDGs is developed.	4.1.1. A prototype of a system for linking and visualizing link between EU projects and SDG indicators at regional/country level developed	Global, regional and national data about SDGs progress in 5 CA countries,	No system	2021	-	-	A prototype of system designed and functions	Report on creation of a prototype system
		4.1.2. Number of tools introduced to track SDG progress and contribution of EU-funded regional programmes to SDG achievement		0	2021	-	-	At least 3 tools	Report on creation of a prototype system
		4.1.3. Number of available dimensions of SDG indicators and KPI indicators for identification of vulnerability of hotspots in CA countries defined		0	2021	-	-	At least 2 dimensions identified	Related policies and interventions

	4.2.SDGs of important transboundary value are identified and a Theory of Change model about SDG interconnectivity (reflecting the SDG complexity) for Kazakhstan and subsequently for other countries of the region where deemed feasible and relevant is developed	4.2.1. Number of transboundary SDGs identified and monitored using platform	Global, regional and national data about SDGs progress in 5 CA countries	0	2021	-	-	At least 10 indicators	Data and reports from Eurostat
		4.2.2. Number of gender sensitive and LNOB-aware Theory of Change models about SDG interconnectivity developed.		0	2021	-	-	ToC available	Theory of Changes
	4.3.Regional SDG Space digital platform focused on engagement of the private sector representatives is developed	4.3.1. Number of stakeholders engaged in developing ideas for SDGs implementation	Recorded requests of stakeholders to be engaged in the development of ideas	0	2021	-	-	100	Report on establishment of the platform Statistical reports on the number of platform visits
		4.3.2. Number of projects developed within SDG Space financed.	Website statistics	0	2021	-	-	10	

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:

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 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,	Annually, and at the end of the project (final report)			

	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.	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 2021-2023

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET								
		Y 1	Y 2	Y 3	Funding Source	Budget Description	Year 1 2021	Year 2 2022	Year 3 2023	Total
Output 1: Contribution to SDGs achievement through modelling effectiveness of the socio-economic policies and their contribution to achieve SDGs is provided	1.1 Develop a policy database, analysing pre- and post-covid development trajectories against SDGs and framing policy trade-offs				EU	72100 Contractual services companies	90,000	-	-	90,000
	1.2 Organize capacity and knowledge-sharing exercises as the first step to in developing the overall regional platform				EU	75700 Trainings and seminars	5,000	5,000	10,000	20,000
						75700 Trainings and seminars	-	10,000	10,000	20,000
	1.3. Communications and Visibility of activities				EU	72100 Contractual services companies	5,000	20,000	5,000	30,000
	GMS (7%)				EU	75100 GMS	7,000	2,450	1,750	11,200
Sub-Total for Output 1							107,000	37,450	26,750	171,200
Output 2: Contribution to coordination of effort in assessing national financial gaps using the Integrated National Financing Framework (INFF) methodology and ongoing Development Finance Assessments in the region through stimulating regional exchange of best practices is provided	2.1. Develop a sub-regional financing dashboard integrating trends on financing flows				EU	72100 Contractual services companies (SDG Finance Dashboard)	-	30,000	-	30,000
	2.2. Support regional platform for exchanges of good practices via organization of Summits, working groups meetings and workshops				EU	72100 Contractual services companies (SDG Summit)	-	59,000	-	59,000
					EU	75700 Trainings and seminars	10,000	40,000	5,000	55,000
					EU	71600 Travel	-	25,000	5,000	30,000
	2.3. Capacity building and support to the piloting of DFA in selected sectors in Turkmenistan				EU	71200 National/International expert on DFA for Turkmenistan	45,000	-	-	45,000
	2.4. Communications and Visibility of activities				EU	72100 Contractual services companies	10,000	30,000	20,000	60,000
	GMS (7%)				EU	75100 GMS	4,550	12,880	2,100	19,530
Sub-Total for Output 2							69,550	196,880	32,100	298,530
Output 3: Evidence-based policymaking and tracking of SDG progress and contribution of the EU regional programmes in SDG achievement, focusing on policies with transboundary impact, including environment, water, biodiversity, trade,	3.6. Conduct a research to identify ways on how regional EU-funded programmes are intended to influence environment, climate change, water and biodiversity, trade, and investment policies in CA countries				EU	72100 Contractual services companies	-	20,000	30,000	50,000
	3.7. Develop a systems map that will focus on programme perspectives linked to climate change and significant SDGs, identify KPIs and develop reporting formats for regular submission and simplification of the M&E system				EU	72100 Contractual services companies	-	45,000	-	45,000
	3.8. Capacity building of national partners in 5 CA				EU	75700 Trainings and seminars	5,000	10,000	10,000	25,000

and social development (gender equality) with tools applied	countries					71600 Travel	-	5,000	5,000	10,000
	3.9.Communication and visibility of activities				EU	72100 Contractual services companies	10,000	10,000	10,000	30,000
	GMS (7%)					75100 GMS	1,050	6,300	3,850	11,200
	Sub-Total for Output 3						16,050	96,300	58,850	171,200
Output 4: Key SDG progress showing possible trends and hotspots in CA countries (to the extent possible) is visualized with the use of innovative practices	4.4. Develop a visual model that illustrates SDGs and impact on SDGs				EU	72100 Contractual services companies	-	45,000	-	45,000
						71200 Inclusive growth expert, P4, part-time (IRH)	20,000	20,000	20,000	60,000
						71200 National/International expert Data expert	15,000	10,000	-	25,000
						71200 National/International expert Visualization	-	15,000	-	15,000
	4.5. Develop a Regional SDG space digital platform focused on engagement of the private sector representatives				EU	72100 Contractual services companies (SDG Space)	-	45,000	-	45,000
						75700 Trainings and seminars	5,000	10,000	5,000	20,000
	4.6. Develop a Theory of Change model about SDG interconnectivity (reflecting the SDG complexity) for Kazakhstan and subsequently for other countries of the region				EU	71200 International expert (gender specialist)	-	10,000	-	10,000
	4.7. Communication and visibility of activities				EU	72100 Contractual services companies	6,000	25,000	6,000	37,000
	GMS (7%)				EU	75100 GMS	3,220	12,600	2,170	17,990
Sub-Total for Output 4						49,220	192,600	33,170	274,990	
	Project Manager				EU	71400 Project Staff costs	8,959	14,931	35,831	59,721
	Project Specialist				EU	71400 Project Staff costs	5,079	8,465	20,316	33,860
	Project Assistant				EU	71400 Project Staff costs	3,621	6,035	14,484	24,140
	Gender Specialist				EU	64397/74596 DPC Programme	-	1,000	1,000	2,000
	Procurement Specialist				EU	64397/74596 DPC Operations	1,626	1,626	1,626	4,877
	Finance Associate				EU	64397/74596 DPC Operations	1,183	1,183	1,183	3,550
	HR Associate				EU	64397/74596 DPC Operations	-	-	2,367	2,367
	Travel Unit Associate				EU	64397/74596 DPC Operations	-	1,000	1,000	2,000
	ICT Associate				EU	64397/74596 DPC Operations	-	-	500	500

Project Management	Transportation expenses				EU	64397/74596 DPC Operations	-	300	300	600
	Communications (mobile, internet)				EU	72505 Office supplies	550	600	600	1,750
	Office rent				EU	73100 Rent and office maintenance	-	7,000	14,000	21,000
	Office stationery				EU	72505 Office supplies	300	200	200	700
	Bank commission				EU	74500 Miscellaneous	250	250	250	750
	UNDP Kazakhstan Subtotal						21,568	42,591	93,657	157,816
	Project Coordinator				EU	71400 Project Staff costs	6,817	6,817	6,817	20,450
	Administrative Finance Associate				EU	71400 Project Staff costs	3,095	3,095	3,095	9,286
	UNDP Kyrgyzstan Sub-Total						9,912	9,912	9,912	29,736
	Team Leader for Sustainable Economic Development				EU	71400 Project Staff costs	2,305	2,305	2,305	6,915
	SDG Policy Specialist				EU	71400 Project Staff costs	5,530	5,530	5,530	16,590
	Finance Associate				EU	71400 Project Staff costs	1,905	1,905	1,905	5,715
	Miscellaneous				EU	74500 Miscellaneous	260	260	260	780
	UNDP Tajikistan Sub-Total						10,000	10,000	10,000	30,000
	Project Manager				EU	71400 Project Staff costs	1,960	1,960	1,960	5,880
	Project Assistant				EU	71400 Project Staff costs	5,040	5,040	5,040	15,120
	Administrative costs				EU	74500 Miscellaneous	3,000	3,000	3,000	9,000
	UNDP Turkmenistan Sub-Total						10,000	10,000	10,000	30,000
	Team Leader for Sustainable Economic Development				EU	71400 Project Staff costs	1,000	1,000	1,000	3,000
	Project Manager				EU	71400 Project Staff costs	2,000	2,000	2,000	6,000
	Task Manager				EU	71400 Project Staff costs	6,000	6,000	6,000	18,000
	Administrative Finance Associate				EU	71400 Project Staff costs	1,000	1,000	1,000	3,000
	UNDP Uzbekistan Sub-Total						10,000	10,000	10,000	30,000
	UNDP Country Offices Sub-Total						39,912	39,912	39,912	119,736
	Sub-Total for Project Management						61,480	82,503	133,569	277,552
	GMS (7%)						4,304	5,775	9,350	19,429
	GRAND TOTAL						307,604	611,508	293,789	1,212,900

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project will be implemented under the Direct Implementation Modality (DIM). Due to its regional coverage and complex nature, and various levels of engaged partners in five countries, the Project will establish a Project Board oversight i.e. a Project Board and report on the project progress to the existing National Coordination Boards in each country. The establishment of a Project Board will be a priority task during the Inception phase of the project. The draft TOR is reflected in Annex 4, while the detailed Terms of Reference of the Project Board will be prepared during the inception phase of the project.

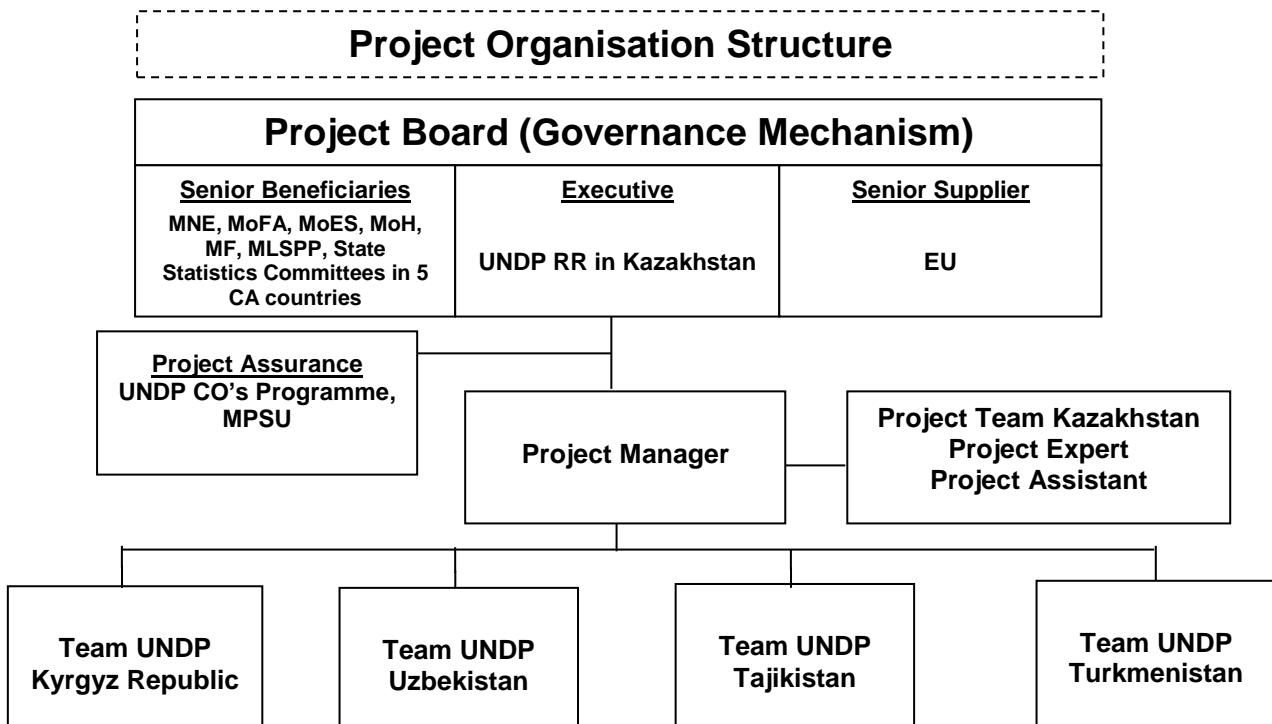
The Governance of the Project will be ensured by the **Project Board**. The Project Board, a multi-stakeholder board, is established to review performance based on monitoring and evaluation, and address implementation issues to ensure UNDPs accountability for activities, results and the use of resources, while at the same time fostering national ownership and alignment to national processes.

The Project Board contains 3 roles: Executive, Beneficiary Representatives and Development Partners (Suppliers)

- 1) **An Executive:** individual representing the project ownership to chair the group.
- 2) **Development Partners/Suppliers:** individual or group representing the interests of the parties concerned and those who provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- 3) **Senior Beneficiary:** individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Project Board meetings shall be (co)chaired by UNDP Resident Representative in Kazakhstan as a Project Director (Executive) and EUD in Kazakhstan and shall include UNDP IRH team, senior management representatives of the country offices and the key stakeholders from relevant ministries of 5 CA countries engaged in the project implementation.

The project hierarchy will be organized as follows:



The Project Board shall meet at designated decision points, at least once per year for an annual review for the purpose to:

- Provide overall leadership, guidance, and direction in successful delivery of outputs ensuring the project remains within any specified constraints.
- Assess the achievement of results in the context of the project document and national results/outcomes
- Assess the quality of programming against the quality criteria for the project document and UNDP programming
- Assess risks to the project, and agree on management actions and resources to address them effectively
- Identify and address operational issues of programme and project implementation, including those that could lead to revisions of the project document
- Discuss proposed working plan for the next year
- Facilitate and ensure enhanced coordination and new partnerships for the Project, between the beneficiary countries and EU partners across the beneficiary countries and among relevant government institutions.

UNDP Kazakhstan CO is responsible for organization of the Project Board (PB) meetings and follow – up. After each PB meeting UNDP will send to all participants a short document summarizing Conclusions and Action points for follow-up (up to 3 pages), agenda, list of participants and other supporting materials of the meeting.

EUD in Kazakhstan will be responsible for formally approving the annual work plans proposed under the Project and any substantial modifications to these. EUD in Kazakhstan will also approve all progress reports. The EUD will consider the outcome of the discussions at the PB meetings when reviewing the annual work plans and progress reports. The reporting on progress in the interim reports will be done based on the logical framework.

UNDP Kazakhstan CO Specific Responsibilities:

- Coordinate day-to-day operations of the project in managing the work of International and National Technical Experts
- Be responsible for organizing events at the local and regional levels and meetings of the working groups at the local level
- Consolidate and prepare progress reports on the project activities, including recent achievements, risks, and proposed mitigation measures to the Project Board meetings
- Being the solely responsible for the reporting to the donor, UNDP Kazakhstan shall consolidate the narrative and financial reports from participating COs and quality assure the reports to be compliant with UNDP and the donor rules, regulations and procedures as set out in the Framework Agreement between UNDP and the donor
- Work with other UNDP CO's in Central Asia providing guidance on step by step project implementation.

More information on the role and responsibilities of the Project Manager can be found in Annex 4.

UNDP IRH Specific Responsibilities:

- Provide technical support to the project in terms of the analysis of regional trends and system complexity
- Provide support in defining region wide KPIs
- Ensure coherence in the methodologies applied
- Support the design, facilitation of the regional platform

- Provide substantive inputs to the reports and contributions from the consultants and project partners
- Perform a leading role in information sessions at various stages of macro-systems modelling between UNDP, Pardee Centre for International Futures, and development partners
- Lead work on promoting the use of innovative practices that can visualize key SDG progress showing possible trends and hotspots in CA countries by developing visual models.

UNDP Participating Country offices' Specific Responsibilities:

The COs will implement in-country activities as per agreed workplans. UNDP Kazakhstan CO will ensure financial allocations to Country Offices as per established activities for each of the country. The assigned CO staff will support the project implementation, monitoring, and contribute to the financial and operational closure and final reporting. Each UNDP CO will be coordinating all project activities at the CO level, including:

- Identification and engagement of key stakeholders in the country and arranging regular consultations with them
- Engaging National Coordinators in the project implementation process
- Organizing and supporting national stakeholder consultation workshops and events
- Ensuring regular communication and coordination with the national government counterparts

To ensure the effectiveness and efficiency of the project implementation, each of the participating country offices shall have the authority to review, appraise and endorse/approve the activities as well the agreements executed on the country office level provided they perform in line with UNDP relevant policies, regulations and procedures, such as:

- Operations activities such as procurement, administration, travel, finance, ICT, recruitment provided their full compliance with UNDP relevant policies, regulations and procedures. This includes any type of waiver requested by each country office in terms of the operations activities
- Annual budget revisions related to redeployment of the costs within dedicated country offices components. The budget revisions related to the reduction or increase of the initially approved costs shall be raised to the approval of the Executive
- Selection and appraisal of the programme and project management tools, including but not limited to the responsible parties' engagements, low value grant agreements, on granting, innovation grants, performance- based payments. The final package of the documents for the programmatic tool shall be cleared by UNDP Kazakhstan prior to signing by other country offices. This is also related to LoAs, MoUs where the Project Board decision is mandatory.
- Review and certification of the country Combined Delivery Reports (CDR)
- Quality assurance activities of the dedicated project component implementation and closure

To ensure wider partners' participation and opinion of key government stakeholders at the national level to escalate project implementation progress and to ensure national ownership of results, CO's should ensure that meetings of **National Coordination boards** are held on an annual basis where project progress report is presented. Below is the list of existing National Coordination Boards in each CA country:

- Kazakhstan – SDG Coordination Council
- Kyrgyzstan – National Sustainable Development Council/SDG Coordination Council
- Tajikistan – National Development Council
- Uzbekistan – Coordination Council
- Turkmenistan – Working Group of Deputy Ministers/Heads of government institutions

IX. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the “Project Document” instrument referred to in: (i) the respective signed SBAs for the specific countries:

- **Kazakhstan:** Standard Basic Assistance Agreement between the Government of Kazakhstan and UNDP signed on 4 October 1994
- **Uzbekistan**
- **Kyrgyz Republic**
- **Tajikistan**
- **Turkmenistan**

This project will be implemented by United Nations Development Programme (“Implementing Partner”) in accordance with its financial regulations, rules, practices, and procedures.

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]²⁷ [UNDP funds received pursuant to the Project Document]²⁸ 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/ag_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered 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. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. 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.

²⁷ To be used where UNDP is the Implementing Partner

²⁸ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

7. 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 [*or 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 parties, 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, considering 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 parties, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
 - d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 - e. 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.
 - f. 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.
 - g. 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.

- h. 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.

- i. 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.
- j. 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.
- k. 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.

XI. ANNEXES

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Template**
- 3. Risk Analysis**
- 4. Project Board Terms of Reference and TORs of key management positions**

Annex 3: Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Disruption risks to the project caused by healthcare crisis such as COVID-19	2020	Operational	<p>Cut of budget expenditures which in turn might adversely affect the ongoing negotiations, joint events and short-term activities of the Project</p> <p>Postponing the implementation of the government tasks that are not related to security and social safety might negatively affect (delaying) the Action's launch and early-stage activities</p> <p>$3 \times 3 = 9$ P x I</p>	<p>Align the project's activities with national economic stimulus measures in combination with close monitoring of the situation by Project's implementing partners in coordination with Authorities and EU</p> <p>Switch to the web-based format of operating the Project including online tools</p> <p>Switch to the web-based format of trainings/seminars and conferences</p>	Project Manager	Project Manager	2021	No change
2	Key staff rotation within partner government agencies and inertia caused by lack of political commitment from the CA government authorities on the implementation and financing of the SDGs, particularly on politically sensitive issues	2020	Political	<p>Lack of government ownership in the process may lead to the ineffective use of financial resources and will not lead to the result expected</p> <p>$3 \times 3 = 9$ P x I</p>	<p>Participatory approach to the Project by involving multiple stakeholders and diversifying implementation and policy communication channels to reduce the impact of individual changes</p> <p>Close monitoring of the political context and regular consultations with CA Authorities (MFA) and UNDP CO's</p>	Project Manager	Project Manager	2021	No change

					Strong and constant communication throughout the duration of the Project to all relevant government authorities (the highest political level possible) highlighting the importance and benefits of the Project.				
3	Governance breakdown due to the political crisis in Kyrgyz Republic contributing to additional strain on the economy of the country	2020	Political	Non-utilization of funds budgeted in the project due to shifting government priorities in KR. 3 x 4 = 12 P x I	Maintain to a certain degree of flexibility to adapt to shifting government priorities due to the political situation in Kyrgyz Republic Ensure constant communication with UNDP Kyrgyz Republic to plan risk mitigation strategy	Project Manager	Project Manager	2021	No change
4	Unexpected economic shocks triggered by financial/health/social crises	2020	Operational	Non-utilization of funds budgeted in the project due to shifting government priorities. 2 x 2 = 4 P x I	Maintain a certain degree of flexibility to adapt to shifting government priorities due to unexpected economic shocks and align Project's activities with the situation.	Project Manager	Project Manager	2021	Other
5	Following the successful presentation of the VNR, the initiatives of the CA governments to upgrade their SDG implementation mechanisms can come to a standstill. The lack	2019-2020	Political	The lack of urgency in implementing SDGs might lead to the delay in achieving project results 2 x 2 = 4 P x I	Execution of the Project through the Government led institutions in close partnership with a range of national stakeholders will help build ownership through formal research, brainstorming and	Project Manager	Project Manager	2021	Reducing

	of urgency regarding maintaining the momentum around mainstreaming SDGs in the countries planning, budgeting and infrastructure might occur				training, while UNDP will increase attention to disseminating the results to help build and sustain the results in the countries.				
6	Weak ownership and low level of involvement of CA government authorities in the project implementation	2020	Political	Weak ownership may hinder timely progress of activities 2 x 2 = 4 P x I	Closely liaise with UNDP CO's in CA region and involve their established networks in CA to be able to build strong and effective relationships with the government authorities.	Project Manager	Project Manager	2021	Reducing
7	Limited institutional capacity, high staff turnover, fiduciary difficulties, and bureaucratic procedures The risk of non-availability of timely, disaggregated data	2020	Operational	Faulty project implementation Analysis and costings are less effective 1 x 2 = 2 P x I	Among other activities the project focuses on capacity building by means of sharing best practices between CA stakeholders. This will also require improvements in data quality and availability by systematically involving the National Statistics offices in the Project's execution and capacity-building	Project Manager	Project Manager	2021	No change

Annex 4: Draft Project Board Terms of Reference²⁹ and TOR of a Project Manager

Terms of Reference: Project Board

Overall responsibilities: The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP approval of project plans and revisions. To ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. 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. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Specific responsibilities:

Running a project

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints
- Address project issues as raised by the Project Manager
- Provide guidance and agree on possible countermeasures/management actions to address specific risks
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner; Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions; Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded
- Assess and decide on project changes through revisions
- Ensure that there is a coherent project organisation structure and logical set of plans Set tolerances in the AWP and other plans as required for the Project Manager Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible

²⁹ Detailed TOR of the PB will be developed during an Inception phase of the project

Closing a project

- Assure that all Project deliverables have been produced satisfactorily
- Review and approve the Final Project Review Report during an end-of-project review meeting to discuss lessons learnt and opportunities for scaling up
- Commission project evaluation (only when required by partnership agreement)

Terms of Reference: Project Manager

- Plan the activities of the project and monitor progress against the initial quality criteria; review and appraise detailed project plans, including the multi-year work plan and ATLAS reports covering activity definition, updated risk log and the monitoring schedule plan
- Ensure that baselines are established, and milestones and target setting is timely completed
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications
- Manage the realization of project outputs through activities
- Address project issues as raised by the Project Board
- Perform the financial reporting and control mechanisms through Combined Delivery Reports (CDR) which is a mandatory official report reflecting the expenses and funds utilized on a project, and other ATLAS reporting tools
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log
- Prepare the Project Quarterly Progress Report and the Annual review Report
- Share relevant information on the project achievement with all interested parties
- Assure that all project deliverables have been produced satisfactorily
- Notify operational completion of the project to the Project Board
- Ensure, upon finalization of a project, reimbursement of the remaining balance of funds deposited in the UNDP accounts for the project activities to the Donor or re-programming if so, agreed with the Donor
- Provide direction and guidance to project team/consultants
- Identify and obtain any support and advice required for the management, planning and control of the project
- Identify follow-on actions and submit them for consideration to the Project Board
- Being the solely responsible for the reporting to the donor, UNDP Kazakhstan shall consolidate the narrative and financial reports from participating COs and quality assure the reports to be compliant with UNDP and the donor rules, regulations and procedures as set out in the Framework Agreement between UNDP and the donor.