United Nations Development Programme
Country: Republic of Moldova
Project Document

Project Title: Moldova Social Innovation Hub

UNPF Outcome:	Increased transparency, accountability and efficiency of central and local public authorities
Related CPD Output:	A modernized public administration system able to efficiently develop, implement and monitor policies and EU association agenda

Implementing partner: The Centre for Electronic Governance (e-Governance Centre)

Brief Description

The project is implemented jointly with e-Governance Centre, Government of Moldova, and has the goal to establish the Moldova Social Innovation Hub to respond to several crucial necessities identified in the national consultation on the post-2015 development agenda, including enabling people to contribute meaningfully and practically to the development of their country and communities, and facilitation of the communication between the Government and people.

Programme Period:	1 year, with possible extension

Key Result Area (Strategic Plan): Area of Work 2: Inclusive and effective democratic governance

Atlas Award ID:	_____
Start date:	Sept. 2014
End Date	August 2015
PAC Meeting Date	_____
Management Arrangements	support to NIM

Total resources required:		USD 97,500
Total allocated resources:		USD 97,500
• Regular		USD 34,000
• Other:		
	o UNDP NY	USD 50,000
	o Moldcell JSC	USD13,500
	o Donor	_____
	o Government	_____
Unfunded budget:		_____
In-kind Contributions		_____

Agreed by (Government):
Stela Mocan, Executive Director, The Centre for Electronic Governance _____

Agreed by (UNDP):
Narine Sahakyan, UNDP Resident Representative a.i. _____

I. SITUATION ANALYSIS

There is a fast shift taking place in the realm of public policy and development program design around the world. Rise of democracy, spread of new technologies and knowledge, but also shrinking resources of the public and development organizations in the face of increased complexity and interconnectedness of the social challenges, mean that design and implementation of public policies and development programs has seized to be under the exclusive remit of the selected few.

Along with the opening up of the public policy space the rise of civic activism have changed the way the Governments approach public policy development, service delivery and engage with the citizens. These trends put the Governments under increased scrutiny, leading to more transparency and accountability. By the same token, it makes the development initiatives more effective and efficient as well as helps ensure wider support from the citizenry. Furthermore, there is a growing understanding that efficient policies need to be empathy-based, in other words they should be representative of and be co-owned by the people whom they aim to help and benefit.

At the same time, the space of inter-people interaction, both virtual and real, has incredibly expanded. Indeed, thousands of people have united their efforts to find and fund solutions to various societal challenges and problems. Obviously some of these challenges and problems surpass the areas of responsibility of state or its interventions would do more harm than good. Equally important, private sector has assumed more and more responsibilities moving beyond the simple profit generation model and has become supportive of these new approaches.

Consequently, these new developments have generated a whole new toolbox that governments, development agencies, non-governmental organizations and civic activists can tap into to identify the problem, design and prototype solution, raise funding for it, test it and up-scale if necessary. As such this offers huge potential for modern societies to become more cohesive, forward-looking and vibrant and ultimately make people's life better.

Moldovan Government has also sought to ensure more openness and transparency in interaction with public, including through implementation of E-transformation agenda and setting up the on-line Aid Management Platform (AMP). The Government has increasingly looked to tap into expertise and solutions from other sectors and wants to move towards 'networked governance' solutions to the issues it faces daily.

By the same token, several civic-led initiatives have emerged seeking either to increase accountability of the public authorities or to solve some community issues on their own. UNDP Moldova itself has supported national counterparts in embarking on several innovative projects that seek to apply new different approaches to engage with the citizens and to enable people to contribute stronger to the country's development. Some work in progress includes: gaming for youth employment; applying behavioral insights to improve outcomes of TB treatment, etc.

However, as the national consultations on the post-2015 development agenda have patently shown that many problems faced by Moldova require 'networked governance' solutions. In other words many solutions may be found only through close engagement between the Government, private sector and people. Therefore, empowering individuals and helping mutual engagement between public authorities and people would improve lives of the latter and greatly assist society's cohesion. Ultimately, Moldovan people should become co-producers and drivers of their own development solutions.

II. STRATEGY

The Project is designed to establish the Moldova Social Innovation Hub to respond to several crucial necessities identified in the national consultation on the post-2015 development agenda:

(a) to enable people to contribute meaningfully and practically to the development of their country and communities, in other words to become co-producers of development;

(b) to facilitate the communication between the Government and people as well as to enhance the cooperation between them on solving the challenges neither of them can effectively tackle alone;

In practical terms, an appropriate response to this is an ecosystem for change, which satisfies the following conditions:

- Open, as to allow for unhindered discussions of topics, problems, opportunities and challenges as well as spotting the future;
- Creative and flexible, as to foster generation of ideas and to provide venue for experimenting with different approaches to problem-solving;
- Democratic as to provide equal opportunities to various actors to contribute and to get involved into the Hub's activities;

Under these conditions and responding to the above needs the Hub will (see picture below):

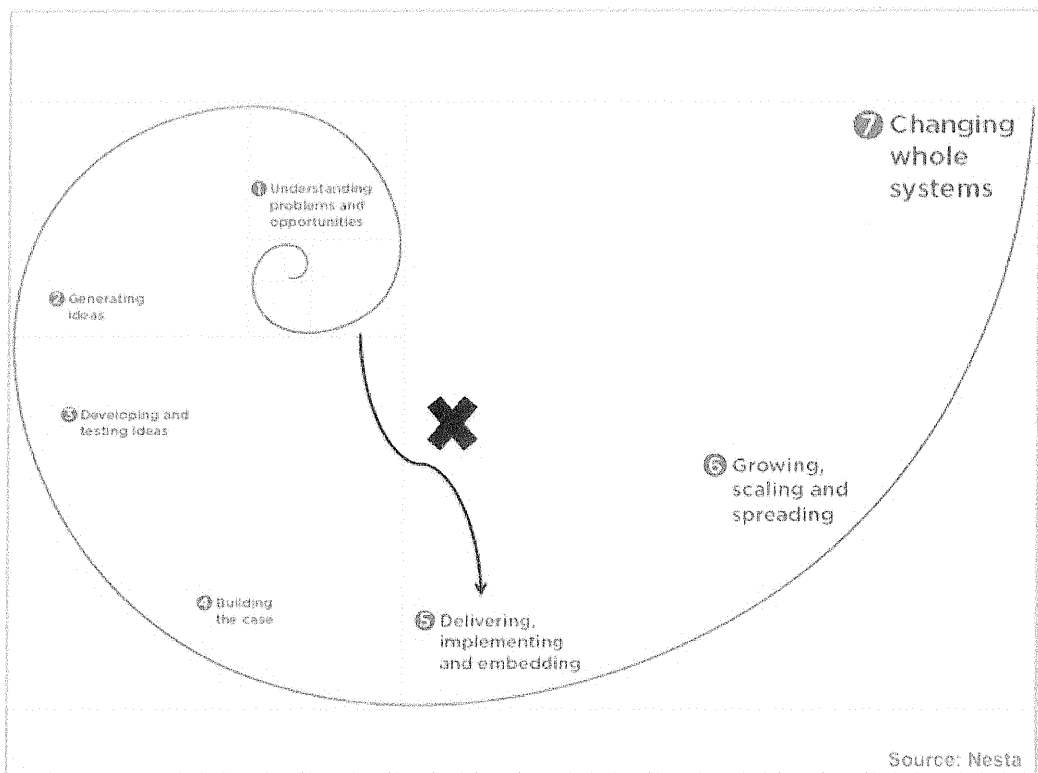(a) Help involved stakeholders spot societal problems;
(b) Help generating ideas, including through various innovative approaches like crowd-sourcing, challenges, and others;
(c) Support developing and testing solutions, including through use of design thinking techniques, gaming, behavioral science, mobile technologies and data, and others;
(d) Help building the case for wider use of the tested solution, including in public services;
(e) Bring together interested actors to tackle those problems – those who want to do, those who know how and those who have resources to do.

All in all the Hub will to act as a multilateral platform serving to engage actors from different sectors (public, private, non-profit, etc.) to seek and experiment with innovative approaches to the society's problems. Ultimately, the Hub will provide the interested stake-holders with solutions that have been tested on the ground and elaborated with strong involvement of beneficiaries and end-users. Further, these solutions are ready to be scale-up in extended environments.

The figure shows a spiral diagram with labeled stages:
- ① Understanding problems and opportunities
- ② Generating ideas
- ③ Developing and testing ideas
- ④ Building the case
- ⑤ Delivering, implementing and embedding
- ⑥ Growing, scaling and spreading
- ⑦ Changing whole systems

Source: Nesta

The main activities envisaged by the project are as follows:

OUTPUT 1: Innovative solution to societal problems are designed and tested in participatory manner and with strong participation of the end users

ACTIVITY 1: The Social Innovation Hub is set up:
- Select and prepare premises for the Hub;
- Start and run the activities of the Hub;
- Engage with stakeholders to identify problems and opportunities;
- Screen the issues and select best ideas to address those;
- Build partnerships to support solution generation and testing;
- Outreach to potential partners and beneficiaries to inform on goals, explore opportunities and showcase the achievements;

ACTIVITY 2: Project Management
- Within this activity, timely and results oriented management and implementation of the core project's activities are to be ensured;
- Experiences up to date will be continuously reflected upon and lessons learned analyzed. Adjustment to the work of Hub will be made based on those after consulting the main stakeholders.
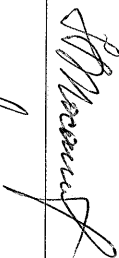
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III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:
Pillar 1: Democratic Governance, Justice, Equality and Human Rights

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Outcome 1.1: Increased transparency, accountability and efficiency of central and local public authorities

Applicable Key Result Area (from 2014-2017 Strategic Plan): *Inclusive and effective democratic governance*

Partnership Strategy: The Innovation Hub will serve as a platform to convene actors from public, private, non-commercial sectors, thus building partnerships among them and stimulating creative idea generation for the identified most critical societal problems. As well, the Hub's management will actively involve in facilitation of communication between the government and people in order to enhance cooperation between them.

Project title and ID (ATLAS Award ID): Moldova Social Innovation Hub

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1: Innovative solution to societal problems are designed and tested with strong participation of the end users Baseline: *Low engagement between the Government, private sector, and people/end user in designing and testing innovative solutions to community issues* Indicators: No. innovative solutions designed and tested in a participatory manner	*Social Innovation Hub set up and operational*	- *Select and prepare premises for the Hub;* - *Start and run the activities of the Hub;* - *Engage with stakeholders to identify problems and opportunities;* - *Screen the issues and select best ideas to address those;* - *Build partnerships to support solution generation and testing;* - *Outreach to potential partners and beneficiaries to inform on goals, explore opportunities and showcase the achievements*	*E-Governance Centre / UNDP*	*USD61,800*
	Timely and results oriented management and implementation of the core project's activities ensured	- *Hire the Project Officers (research, and communication and outreach);* - *Coordinate the implementation of Project activities*	*E-Governance Centre / UNDP*	*USD35,700*

IV. ANNUAL WORK PLAN

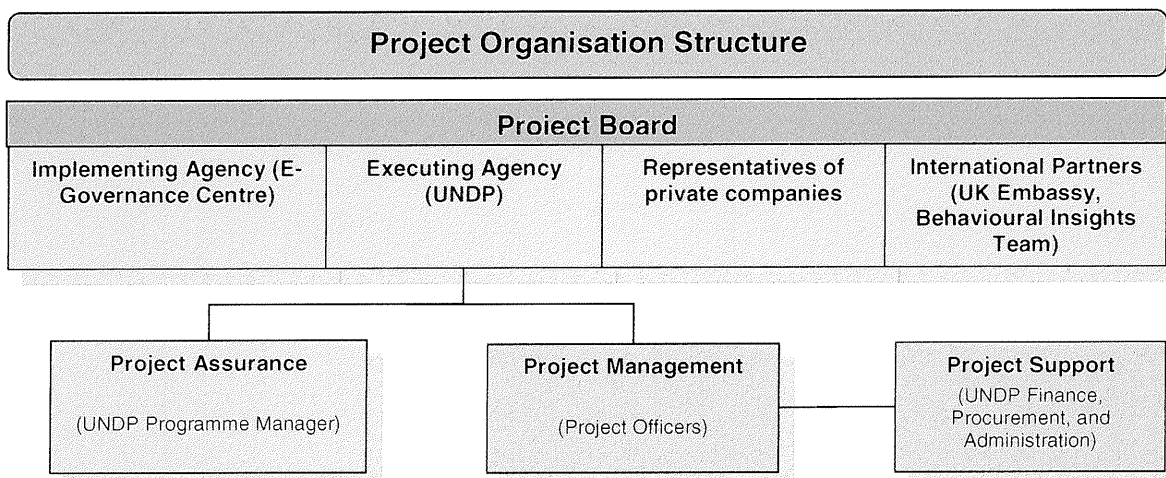**Year: 1st year (September 2014 – August 2015)**

Stela Mocan, E-Government Center

Alexandru Oprunenco, UNDP

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
List activity results and associated actions		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
And baseline, indicators including annual targets									
Output 1: Innovative solution to societal problems are designed and tested with strong participation of the end users	1. Social Innovation Hub set up								
Baseline: Low engagement between the Government, private sector, and people/end user in designing and testing innovative solutions to community issues	- prepare premises; - set up and run the Hub; - engage needed short-term consultant/s;	X	X	X	X	E-Governance Centre / UNDP	UNDP NY	International Consultants	50,000
Indicators: No. innovative solutions designed and tested in a participatory manner	- convene stakeholders to participate in problem solving; - build partnerships; - identify the best solutions to address main problems						Moldcell	International Consultants	8,800
Targets: Social Innovation Hub set up and operational							Moldcell	Audio Visual and Printing Production Costs	1,000
Related CP outcome: Increased transparency, accountability and efficiency of central and local public authorities							Moldcell	Miscellaneous expenses	1,000
								Subtotal	61,800
							UNDP MDA CO	Contractual Services-Individual	34,000
	2. Project Management ensured -Hire the team of 2 Officers; - efficiently coordinate Project activities	X	X	X	X	E-Governance Centre / UNDP	Moldcell	Communication and Audio Visual Equipm (LMS, MMS, etc)	1,200
							Moldcell	Facilities and Administration	1,000
								Subtotal	35,700
TOTAL									97,500

V. MANAGEMENT ARRANGEMENTS

Project Organisation Structure			
Project Board			
Implementing Agency (E-Governance Centre)	Executing Agency (UNDP)	Representatives of private companies	International Partners (UK Embassy, Behavioural Insights Team)

Project Assurance	Project Management	Project Support
(UNDP Programme Manager)	(Project Officers)	(UNDP Finance, Procurement, and Administration)

The project will be implemented under National Implementation Mechanism (NIM). This means that e-Governance Centre will be responsible for decision-making and implementation of Project activities, while UNDP will provide quality assurance, project inputs and support services. E-Governance Centre will act as the Senior Executive (National Coordinator) and will represent the interests of the Government of Moldova and be responsible for the overall implementation of the Project. Two Project Officers will be engaged to assist the Electronic Governance Centre, as well as other responsible institutions, in the implementation of the project at the national level.

UNDP Moldova will support the Electronic Governance Centre with implementation support services and will also provide narrative and financial reporting, on a regular basis, to the Project Board, project partners and donors. UNDP follows in the implementation of project and programmes internationally recognized standards (http://content.undp.org/go/userguide/results).

The main project decision making structure will be its Project Board, established and operating following UNDR rules and regulations, with the overall authority for the project and responsibility for project initiation, direction, review and eventual closure. Within the confines of the Project, the Board is the highest authority. The Board is appointed to provide overall direction and project management and is responsible for ensuring that the project remains on course to deliver products of the required quality to meet the expected outcomes defined in the Project Document. It will be chaired by e-Governance Centre (the Senior Executive and main beneficiary), and will be composed of key stakeholders' representatives: representatives of e-Governance Centre, UNDP, and representatives of private sector including Orange and Moldcell. Representatives of International Partners, e.g. UK Embassy and Behavioural Insights Team, will be invited to the Board meetings as honorary members. The Project Board will meet regularly (monthly or quarterly) and/or upon request of the Board member/s and its main functions will be evaluation of the progress, making necessary amendments and operational planning.

The Project Board approves all major plans and authorizes any major deviation from agreed Project work plans. 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 any parties beyond the scope of the project. In addition, it approves the appointment and responsibilities of the Project Management.

Specific responsibilities of the Project Board:

- Overall contribution to the implementation of the project, including through experience, know-how, technology, equipment, funds;
- Decide on the selection criteria, as well as select/approve the innovative projects/ideas;
- Provide support, upon necessity, in applying innovative approaches to generate innovative ideas (tools for crowd sourcing, for. ex);
- Provide support to testing/implementation of the innovative initiatives, including through facilitation of access to various techniques and tools;
- Facilitate establishment of partnerships with various stakeholders in view of problem identification, idea generation and testing/implementation;
- Assess and decide on Project changes;
- Provide ad-hoc direction and advice for exception situations.

Results Communication: Communicating results is key to the successful implementation of the project. To ensure consistent communication in line with the most up to date communication tools, templates for communication and visibility materials (press releases, media advisories, placement of logos on press materials, publications, etc.) and messages will be developed. UNDP and e-Government Centre will coordinate the quality and ensure consistency of all communications materials.

Project Assurance: Assurance is a key element of the PRINCE2 management method, upon which the Project Management Arrangements are based. 'Assurance' is essentially an independent audit function, whereby the Project Board is able to monitor progress against agreed work plans. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Assurance is the responsibility of each Project Board member. On behalf of UNDP, as senior project supplier, the function is delegated to a UNDP Programme Manager. The National Coordinator may appoint a representative (delegated authority) of the implementing partner to carry out the project assurance role on behalf of the project executive.

VI. MONITORING FRAMEWORK AND EVALUATION

The Project Officers, in close consultations with the National Project Coordinator, will develop the Annual Progress Report for the Project. At the same time the Officers will also prepare quarterly work plans, quarterly reports, procurement reports and other necessary documentation in accordance with the existing procedures and UNDP regulations. The Project Steering Committee will endorse the monitoring and evaluation process. The Projects achievements will be evaluated against such criteria as efficiency, relevance, impact and utilization of available funding.

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

Within the annual cycle

> ➢ On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

> ➢ An Issue Log shall be activated in Atlas and updated by the Project Officers to facilitate tracking and resolution of potential problems or requests for change.

> ➢ Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

> ➢ Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Officers to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

> ➢ a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

> ➢ a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

> ➢ **Annual Review Report**. An Annual Review Report shall be prepared by the Project Officers and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

> ➢ **Annual Project Review**. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

In case a project evaluation is required, please indicate the justification and proposed timing for the evaluation. A project evaluation is required only when mandated by partnership protocols such as GEF. However, a project evaluation may be required due to the complexity or innovative aspects of the project.

VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date).

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

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

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

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner][1].

The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

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[1] Use bracketed text only when IP is an NGO/IGO

VIII. ANNEXES

ANNEX I

Risk Analysis.

Risks have been identified as part of the formulation process and captured in the risk log below. The project Risk Log is maintained throughout the project implementation to capture potential risks to the project and associated measures to mitigate risk. The Project Officers are the main role players who maintain and update the Risk Log, and ensure that risks are identified, communicated, and managed effectively.

A number of potential risks which could occur in the project implementation period are listed below.

Description of risks	Type and category	Risk management actions
Low level of citizens participation in the Hub activities	Medium	Develop and implement strategic communication and motivational actions
Low level of Government institutions' ownership for piloted initiatives, after elections	Low to medium	Actively involve Government institutions in Hub activities, collect inputs and feedback in the development of various Hub plans and strategies
Slow resource mobilisation which may affect future sustainability of the Hub	Medium	Active networking and communication of success stories, which may serve as motivation for committing resources for implementation and scaling up of innovative projects