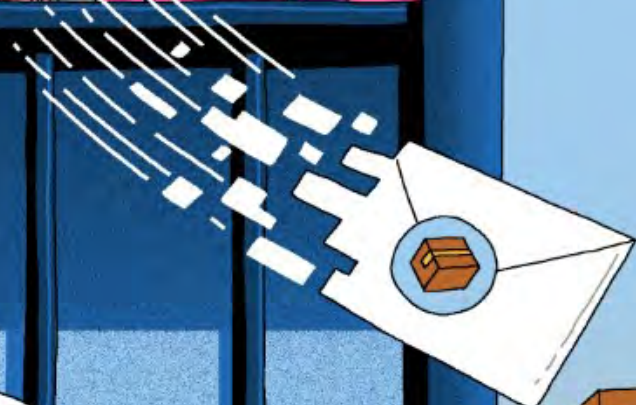




Emerging innovations
in good governance to
build resilience and
recover from Covid-19 in
Europe and Central Asia



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Emerging innovations in good governance to build resilience and recover from Covid-19 in Europe and Central Asia

Beyond Recovery: Towards 2030

Context

This paper represents a comprehensive update to the [first edition](#) of this study, which was published in December 2020 amidst the initial shock of Covid-19 and it combines information related to 2020-2021 activities. The fact that Covid has continued to dominate society over the intervening year has provided impetus for renewing the findings of this study. The purpose of the current document is to showcase developments in the delivery of public services and reinforcement of accountability mechanisms in Europe and Central Asia region in the context of the ongoing Covid-19 pandemic in 2020-2021. As societies settled into a new normal marked by a shift to online platforms, UNDP has taken a leading role in partnering with governments to introduce effective, transparent, accessible, and accountable digital solutions to deliver essential public services and prevent corruption. Many of the novel approaches in this update represent a focused shift towards implementing durable solutions that will outlast the pandemic. In 2020 UNDP has supported governments across Europe and Central Asia to enhance their capacity in public services delivery and prevention of corruption. We have assisted host governments and civil society organizations to quickly set up

various digital platforms ranging from Covid-19 related public expenditure transparency portals to e-learning websites for civil servants, Covid-19 hackathons (“Coronathons”), mobile one-stop-shops, chat-bots for responding to citizens’ requests, establishing doctor-whistleblower channels, empowering civil society and young women to build regional youth networks, supporting anti-corruption investigations, and many others. Below we have put together some of the good practices, which we believe can further facilitate knowledge-sharing across the region and beyond and spark new ideas on how to prevent corruption and ensure effective delivery of public services during the pandemic. Building on the above support, UNDP has continued to assist host governments in 2021 to enhance good governance systems. These range from Armenia’s mobile diagnostic services, digitalization of health care in Azerbaijan, upgrading cyber defense systems in Georgia, to launching a financial transparency tool in Moldova, an automated customs platform in Turkmenistan, the digital self-assessment tool in Bosnia and Herzegovina, and more. We hope that this update will be useful not only for UNDP colleagues but for nations striving to improve their public governance practices, the international donor community, civil society organizations, the development sector, as well as the wider public.

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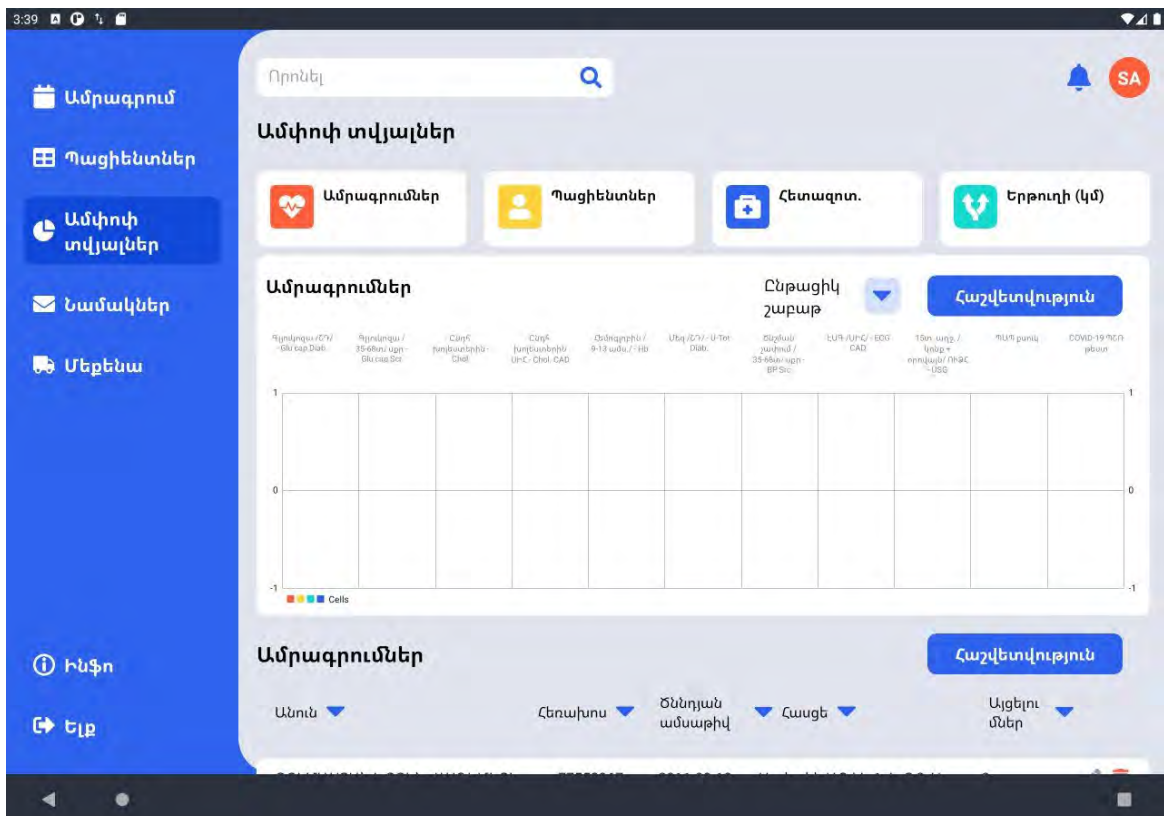
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ARMENIA

Mobile laboratory and instrumental diagnostic service

In response to the lack of Covid testing capacity in remote regions of Armenia, the mobile laboratory and instrumental diagnostic testing service was piloted in 2020 as part of UNDP's "Covid-19 and Resilience in Armenia: Mitigating the Socio-Economic Impact on Vulnerable People and Communities" project. The amalgamated municipalities of Amasia and Arpi in the Shirak Region of the Republic of Armenia were selected as target communities, with future plans to upscale to three more communities in the Syunik and Tavush regions. The service management system is digital and allows health care centers to **book services for patients** and **monitor the patients' progress**, and for municipalities to monitor the movable asset's routes for effective and efficient management in



AZERBAIJAN

ACCLAB Digital Projects

#Stayhome e-platform: Together with the Ministry of Transport, Communications, and High Technologies the team built a one-stop digital platform with all e-services available in Azerbaijan during Covid-19 ([link](#)).

Digital Transformation of HealthCare: Together with the Ministry of Health, the team addresses the urgent need to transform healthcare delivery and scale up the system by unleashing the power of digital technologies.

- **MD reference** for the healthcare staff to provide access to sanitary guidelines, intensive care, and other medical protocols ([link](#)).
- **Teledoctor** is a platform that will enable doctors to connect with their patients online, view their medical history upon permission by patients, video consult them directly or upon prior request by patients through an appointment made in the virtual calendar

- **Shefa** self-checker helps people make decisions about what to do if they have potential symptoms of Covid-19 ([link](#)).
- **TABIB WhatsApp Bot.** UNDP and the government launched a WhatsApp bot to answer questions from the public about coronavirus, and to give prompt, reliable, and official information 24 hours a day ([link](#)).



- **E-learning platform** for doctors. The platform includes a number of courses in Azerbaijani that medical professionals will take to upgrade their skills and knowledge ([link](#)).
- **E-survey and marketing tool** for healthcare surveys and analysis. The e-survey portal with the application for Android and IOS to design various questionnaires, conduct complex surveys as well as do analysis and get instant visualizations of collected data ([link](#)).

BOSNIA AND HERZEGOVINA

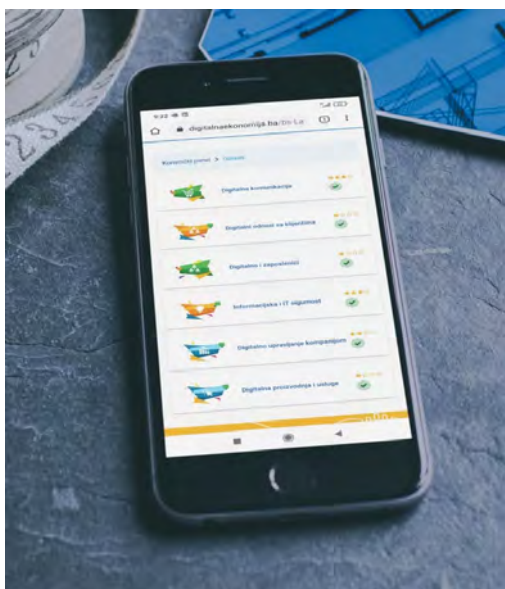
Digital Pulse for private sector

UNDP developed the “[Digital Pulse](#)” – a **digital self-assessment tool**, which performs a comprehensive analysis of the company’s digitalization aptitude in six business areas, from digital communication and sales to cybersecurity to using Industry 4.0 technologies in production/service provisioning. Digital Pulse is an [online digital](#) performance questionnaire, followed by an automated advisory feature, and is fully data-driven. The assessment questions were designed to guide companies down the path toward digitalization and to inspire new ideas and approaches. Some 400+ companies have already measured their digital pulse, providing valuable data to the UNDP and its institutional partners on the main issues, impediments and needs of the companies on their digital transformation journey.



Public Calls Application Software

Developed to digitalize and automatize management of financial support measures implemented by UNDP. The software envisages three interconnected modules that will manage public calls for proposals/grant schemes, evaluation of applications and monitoring the implementation of selected projects. The software allows a shift towards paperless process, thus enabling improved efficiency in provision of UNDP support and significantly reducing the environmental footprint. The software is flexible and allows for customization of public calls, application process and evaluation and monitoring of various support measures. The first [module](#) for generating electronic applications for individual public calls have been completed, while the other two modules will be activated in March 2022.



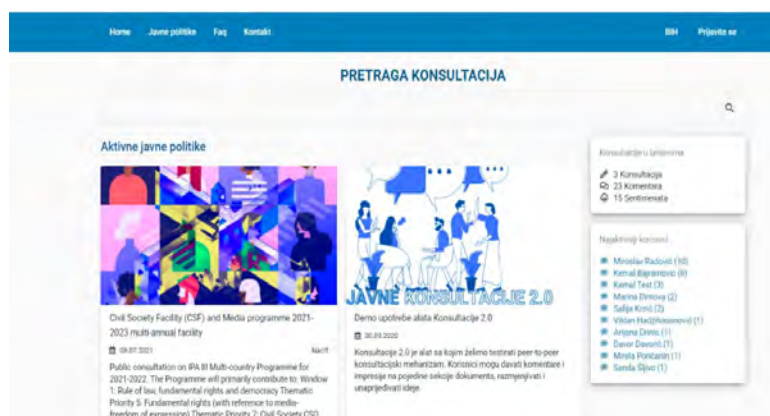
Public Consultations 2.0

UNDP in Bosnia and Herzegovina is working with institutional partners to introduce open policy-making practices. The newly-developed [Public Consultation 2.0](#) tool provides the interested public with an insight into public policy proposals and helps policymakers **engage in dialogue with the public** earlier in the policy cycle, broadening the range of stakeholders and the quality of their engagement. It can be used throughout the policy cycle, from agenda-setting and formulation of possible policy actions to final policy design. It also provides the possibility to conduct **internal consultations** among different administrative bodies. Documentation of the whole consultation process is fully automatic with innovative analytical indicators of the interests and attitudes of the participants about the different parts of the policy document.

Financial disbursement mechanism

UNDP supported the development of an online platform that **fully digitalizes** the establishment of eligibility of small businesses and sole entrepreneurs (based on pre-established criteria) to receive public financial support.

Automated eligibility of small businesses/sole entrepreneurs is confirmed via a pioneer connectivity of government data sets (i.e. legal registration, tax payment, etc.). In case the company/sole entrepreneur does not meet any of the criteria, information about that is also provided, so as to encourage them take action to meet the criteria. Subsequently, all eligible small businesses/sole entrepreneurs in the Federation of Bosnia and Herzegovina will receive one-time financial support through this new electronic system. It is expected that at least 20.000 small businesses and entrepreneurs will receive support, in a total amount of US \$35 million.



GEORGIA

Advancing public services during Covid-19

Rustavi City Hall launched AI (artificial intelligence) powered civil servant - C Bot - Rustavi Chatbot for Municipal Services giving access to information on municipal services to citizens remotely 24/7. The chatbot was developed by the Rustavi Municipality and Rustavi Innovations Hub with UNDP support to respond to the new needs brought by Covid-19 pandemic including the latest updates on the spread of the virus, connecting volunteers with the vulnerable groups, listing de-

livery, medical and other services set up to meet the immediate needs of people. Citizens can receive frequently sought information on the other municipal services, like municipal social programs and the documents required to obtain them, information on local fees and municipal ownership, military conscription, procedures for obtaining construction permits, now consolidated into a single database.



UNDP, in partnership with the Data Exchange Agency, the National Public Registry Agency and the Public Service Development Agency has supported the integration of 36 new electronic services into the Unified Service Portal, www.my.gov.ge, enabling citizens to receive critical services without having to leave their homes. These services include online applications for IDs and passports, birth certificates, change of name, registering new businesses and land titles, etc.

With UNDP support, **contactless sensor buttons in the elevators of the Public Service Hall** (one stop-shop public services delivery agency) and NCDC were installed to help prevent the spread of the virus and will serve as a useful preventive mechanism during the current epidemic and beyond

Covid-19 to avoid contraction of other possible viruses.

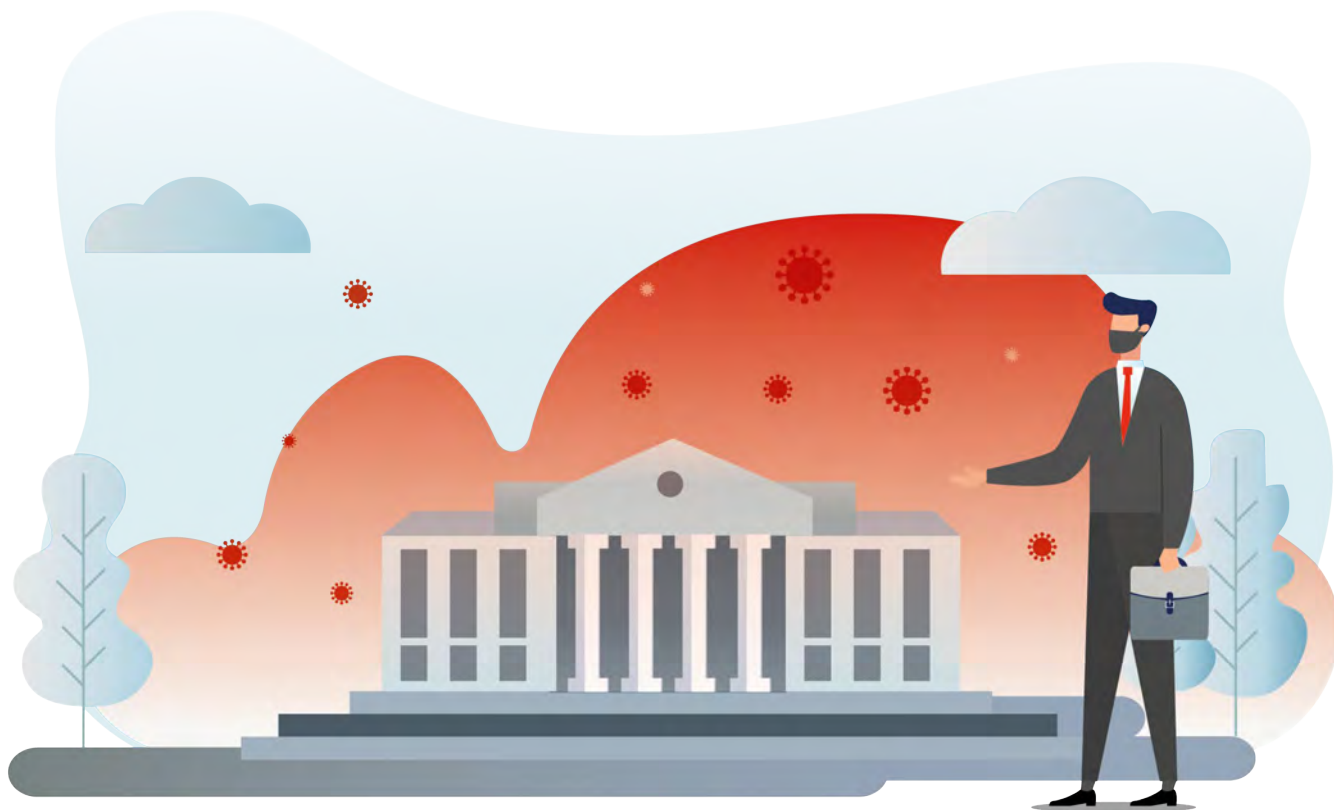
UNDP is providing the **Parliament of Georgia with annual access to the Cisco WebEx platform** to enable parliamentary work to continue remotely on issues requiring broad consultation and participation by different stakeholders, including on electoral and other legislative reforms. Despite the lifting of the State of Emergency and related restrictions, the Parliament continues to collaborate with partners and stakeholders online to minimize Covid-19 risks. The online platform is also used by the Parliament's Training Centre to facilitate distance learning courses and internship programs.



GEORGIA

Outbreak of Covid-19 revealed that public institutions are not immune from experiencing a disruption to their usual business during crisis situations. This was also relevant for the Parliament of Georgia where strict lockdown measures and social distancing rules had an immense impact on parliamentary work. To minimize risks in future,

and based on the lessons learnt, UNDP is supporting the Parliament of Georgia in developing **Business Continuity Management (BCM)** system and capacities to ensure the Parliament is able to respond more effectively to similar challenges in future and continue to exercise its powers.



E-learning platforms

UNDP Georgia supports the Civil Service Bureau to develop an online **e-learning platform for civil servants** to serve as a 'one-stop-shop' for civil servants' professional development, coupled with enhancing the existing electronic HR Management System in response to the current needs arisen due to the Covid-19 situation. Additionally, UNDP Georgia has been supporting its key Government partners in enhancing their telecommuting tools by supplying them with Zoom licenses.

UNDP supports **Georgia Red Cross Society (GRCS)** to develop an online learning platform for teams in professional home care as well as for in-formal caregivers in community-based home care. The training delivered through the online platform will ensure effective delivery of home care services to people in need during the health crisis and beyond. UNDP also supported the adaptation of the mobile application for GRCS home care program management and monitoring to ensure live tracking of services required and delivered to the people in need.

UNDP has also supported development of a new e-learning platform on cyber-security www.elearning.gov.ge, which enables teachers and students to be better equipped with knowledge related to cyber-hygiene. It is also crucial to also leave no one behind and that is why UNDP has trained Public Service Hall personnel on the sensitivity issues related to delivery of public services to people with disabilities.

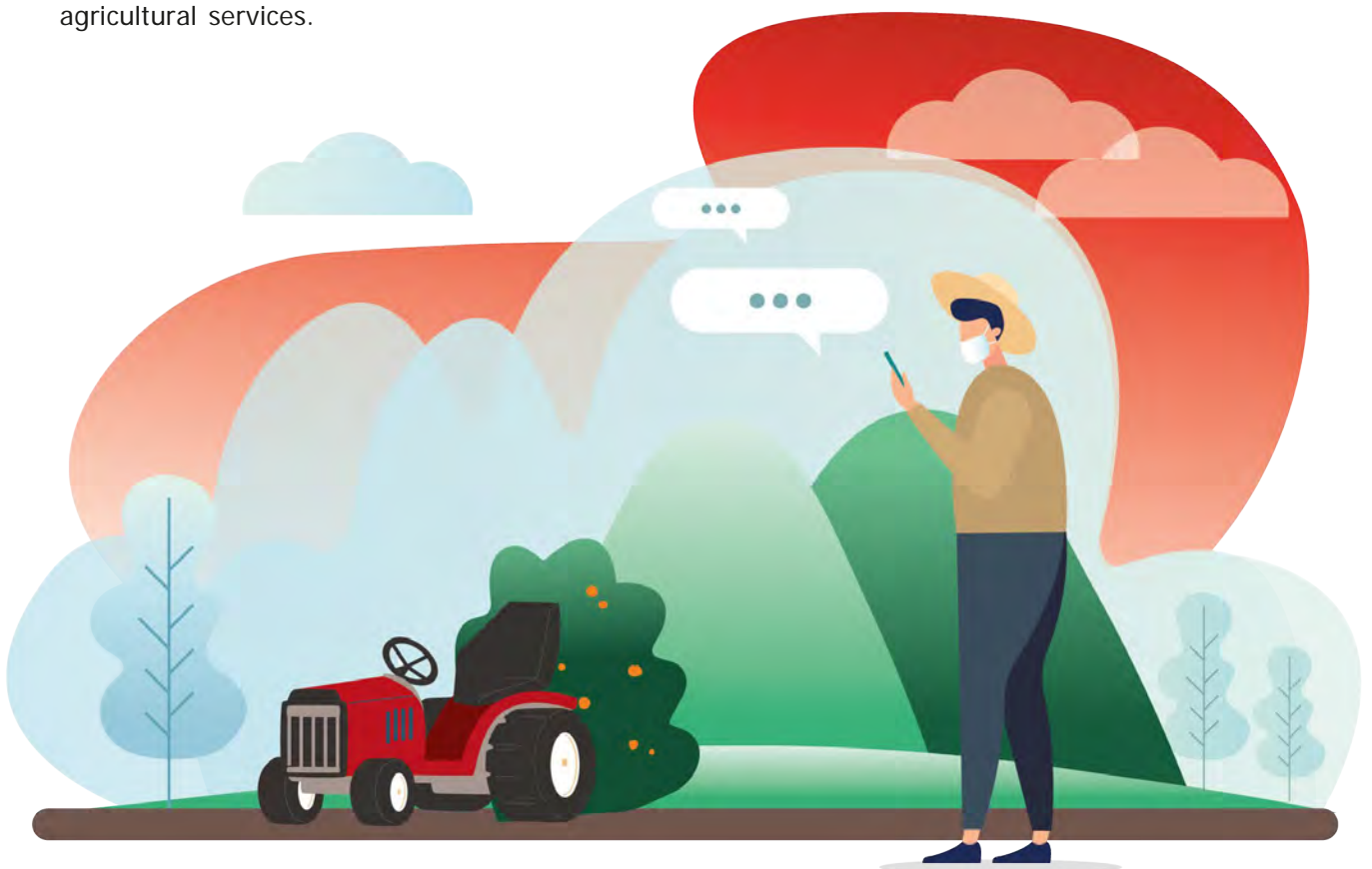
UNDP supports **National Center for Disease Control and Public Health (NCDC)** in establishing an e-learning platform to provide doctors, nurses and administrative staff with an opportunity to attend training courses and certification programmes, communicate, exchange experience and receive practical advice from NCDC experts. The e-learning platform will operate through desktop and mobile applications, with a built-in chatbot and search engine, allowing for real-time consultations and exchange.



GEORGIA

Empowering civic activism

As a result of cooperation between UNDP and civil **society sector**, information platform was created for four high mountainous municipalities. The platform currently updates citizens/farmers/entrepreneurs with Covid-19 related prevention measures via **text messages**. It serves the purpose of apprising the same interest groups of their rights to engage in participatory policymaking at the local level and providing guidance and useful information to foster local economic development, including entrepreneurial and agricultural services.



Covid-19 related M&E platform

For an uninterrupted and effective operations during the Covid-19 pandemic, UNDP Georgia in partnership with the Data Exchange Agency has been assisting the Government of Georgia to develop and launch an electronic **M&E platform to integrate the whole-of-government approach** to national level policy making into the routines of the line ministries. The system will serve as a unified coordination platform for policy monitoring and evaluation and **will be linked with the existing e-platform on Sustainable Development Goals (SDGs)**.

Dispute resolution initiatives

UNDP Georgia has supported the launch of [two online dispute resolution initiatives](#) for disputes triggered by the complications of Covid-19. The initiative carried out in cooperation with Mediators Association of Georgia will focus on labor disputes, while another - implemented by Georgian International Arbitration Center and mediation organization Resolve - will handle disputes arising out of commercial dealings. Online mediation and facilitation services are available to eligible companies/individuals. As the provided support is almost fully subsidized the eligible parties can access those services free of charge.



GEORGIA

Municipal ICT

Under the scope of “Assisting the Georgian Government and Local Communities in Mitigating the Impact of Covid-19” project, funded by United Nations Multi-Partner Trust Fund for Covid-19 Response and Recovery, UNDP Georgia helped **upgrade local connectivity infrastructure**. To improve the delivery of public services in remote villages and discourage villagers from traveling to municipal centers for assistance amid pandemic-related travel restrictions and social distancing requirements, UNDP Georgia equipped 126 Mayor’s Representatives countrywide with ICT to collect the needs of local population, transmit requests to municipal governments and provide municipal e-services in remote areas.

Cyber security upgrade

In response to increased cyber threats associated with Covid-19, UNDP supported the Public Service Development Agency (PSDA) of the Ministry of Justice in improvement of cybersecurity systems and data management processes. With the UK Government support, UNDP helped PSDA **introduce fully functional cyber threat analytical, prevention and protection systems** and develop standards of data collection and management. As a result, PSDA created a more effective, resilient system of information security and data management, enabling the agency to deliver services with greater accountability and responsiveness to citizens’ needs.



KAZAKHSTAN

Supporting public services

UNDP Kazakhstan has been assisting to strengthen the Government's capacity to deliver **public services** while telecommuting in these extraordinary circumstances. The initiative has three major outcomes which are (1) Socio-economic impact analysis (SEIA) to assess the direct socio-economic impact of the crisis and its spillover effects on the most vulnerable groups of Kazakhstan population; (2) Employment generation measures for vulnerable groups with the proposed employment toolkit as a complex solution including psycho-social support, mentoring and orientation in consultation with local authorities and employment centers; and (3)

Government business continuity supported to ensure effective and efficient public service delivery for the most vulnerable groups through enhancing capacity of public servants to work in telecommuting mode and ensure uninterrupted delivery of services to people and timely react on emerging needs and requests. The main national partner is the Ministry of Labor and Social Protection (MLSP) as beneficiary of the results with other line institutions included for sector work. For technical implementation, UNDP has partnered with national experts and will tap into its global policy network including regional advisors. Digital tools have been deployed for data collection purposes.



Building capacity of civil society

To increase the transparency and accountability in the work of government agencies, during 2 months of quarantine **UNDP CO enhanced capacity of 200 civil society representatives** in assessing the quality of public services based on methodology developed by UNDP. The methodology allows for the complex assessment of services delivered through different means including one-stop shops, central and local government bodies and E-Government platform. As pandemic put on agenda the immediate need for use of digital services it also detected **a low digital literacy among population**. With having had over 80% digitalized public services in Kazakhstan the E-gov call center has received 12 500 000 calls during 2 months of quarantine. UNDP has enrolled 450 volunteers that will work in the regions and assist to increase the digital literacy of the users of public services and decrease the workload of one-stop shops during the next 6 months.



Corruption risk assessment in the health sector

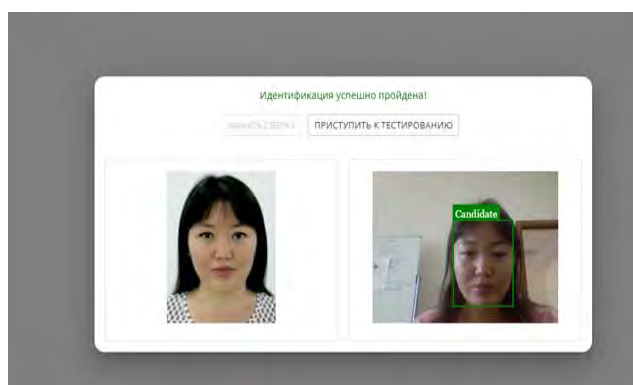
In Kazakhstan UNDP supported external analysis of corruption risks in the health sector organizations to prevent from fraud and unfair distribution of medical supplies, conducted sociological research with Transparency Kazakhstan on corruption perception to also study public perception during the pandemic.

KAZAKHSTAN

System to monitor the integrity of public service exams

In 2020, in the framework of the Rapid Response Facility we developed a technical specification and investment proposal for the information system [i-Qyzmet](#) which aims to optimize and automate HR management business processes in the public sector. In 2021, with the support of UNDP, the next step in modernization of recruiting processes was taken. Kazakhstan is a very large country with very significant distances between regional centers and rural areas. Currently, the test can be taken only in regional centers and several large cities. For example, in some regions it may be necessary to travel up to 500 km on local roads to reach the testing center. Taking into account this factor, as well as the restrictions caused by the Covid-19 pandemic, it became necessary to revise the approach to the entrance exams for the civil service admission in a remote format.

In June 2020, we launched development of a **proctoring system for remote monitoring** of passing tests for admission to the civil service. This system will become one of the components of the updated iQyzmet (i-Service) system. Additionally, together with the Astana Civil Service Hub, UNDP supported the Agency in updating the tools for assessing the abilities of candidates entering the civil service to be used in the framework of the newly established recruiting process using i-Qyzmet.



KOSOVO

Supporting anti-corruption investigations

Database for **Analyzing Wealth Discrepancy**: investigations require in person contact and securing physical evidence from various institutions, which given the restrictions in place because of the pandemic, risks significantly slowing down cases. As part of our efforts to help Kosovo's investigative authorities combat corruption and recover stolen assets at a time when human contact is limited and the police's resources are extremely extended, UNDP has developed an online platform to track from their desks any **discrepancies between declared income and expenditures** made by Kosovo's residents and generate red flags for amounts above 30,000 EUR for movable property and 60,000 EUR for immovable property.

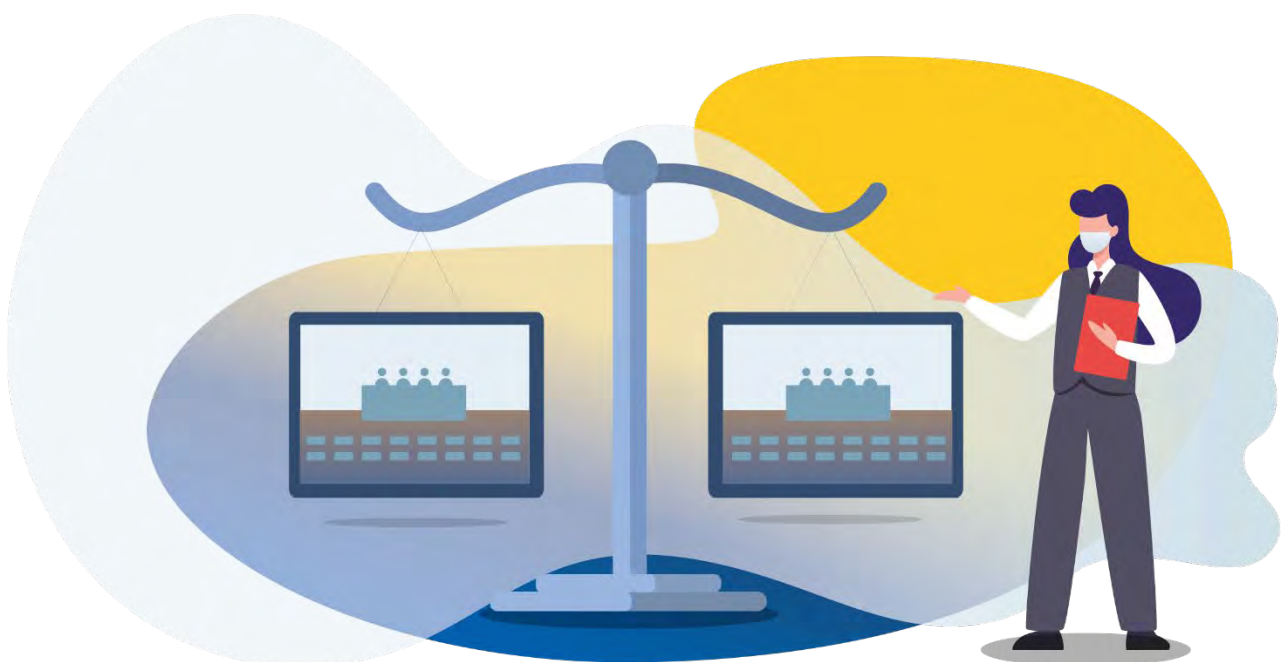
This tool has **produced intelligence profiles** of hundreds of cases of immense discrepancies in declared wealth and ownership of high value assets. It is built as a standalone tool within the Tax Administration system that gathers and analyzes data from the civil registry, business registry, vehicle registry, and customs. UNDP is now working with the authorities to also include the cadastral registry, birth, death, and marriage records; and transactions occurred through notary services. UNDP is also supporting the introduction of non-conviction-based confiscation of unexplained wealth for which the database will serve as the central tool for assessing public officials' wealth that may have been attained through corruption.



Enabling Court translation in times of pandemic

Accurate interpretation and translation are vital to ensure a fair trial. It is essential that courts remain functional and accessible to all communities especially in times of pandemic. UNDP, through UN programmatic funds, seized the Covid-19 crisis as an opportunity to innovate in its rule of law work. The organization shifted its capacity development support initiatives from “physical” to online trainings thereby successfully adopting to new circumstances. The online training contributed in advancing and harmonizing the legal translation and interpretation throughout Kosovo courts. Specifically, the training

benefited 30 translators from all Courts to develop their skills and competences on areas such as: translation impartiality and confidentiality; legal terminology; as well as translation and interpretation techniques in court hearings. The court translators, whilst working remotely, enhanced their interpretation skills through tailored mock trials where each participant took a different role, that of a judge, prosecutor, attorney, defendant, and translator. Other participants acted as jury members and shared opinions on the quality of translation.



KOSOVO

Young women go digital to build regional youth networks

The drive of innovative and tech-savvy youth during Covid-19 has been a blessing in disguise for Kosovo with its youth-dominated population. Hundreds of young men and women turned their heads to an outstanding idea brought forward by 3 young women, who were part of the 9-month mentorship program of the joint project in Kosovo funded by Secretary General's Peacebuilding Fund. Together, they launched a virtual series of discussions on a regional level titled "Walking Through the Western Balkans" with a youth group gathered to tackle topics of shared interests and concerns, such as, family relations, youth engagement, the education-employment conundrum etc. The initiative aimed at responding to Covid-19 lockdown by fostering togetherness and transcended it by resulting in the establishment of a

solid network of youth from the Western Balkans. It goes without saying that these young women have proven their leadership skills in that they managed to cultivate a sense of sameness in diversity and shared responsibility among youth from the region: "We're talking about multiple places, but it sounds like we're talking about the same place," said Gent Beqiri from North Macedonia. Investing in young women's agency and leadership by including them in the design and implementation of youth-focused projects, has been one of the priorities of the joint UN project in Kosovo "Empowering Youth for a Peaceful, Prosperous and Sustainable Future in Kosovo", implemented jointly by UNDP-UNV, UN Women and UNICEF.



MOLDOVA

Empowering doctors to blow a whistle

UNDP Moldova is setting up a system to protect whistleblowers through its “Curbing Corruption by Building Sustainable Integrity” Project supported by the Ombudsperson’s Office. By developing a new on-line tool for the submission of the requests for protection and of the on-line e-learning Course on whistleblowing and the protection of whistleblowers for both potential whistleblowers and responsible authorities, which is part of the official Ombudsperson Office website. As the result, whistleblowers may now submit an online application for getting protection from the Ombudsperson’s Office, while all citizens including potential whistleblowers may learn how to disclose illegal practices, what are the peculiarities of whistleblowing in private and public sectors, what illegalities may be disclosed, as well as the protection guarantees for those warning about corruption and irregularities in the institutions in which they work. To note that

the course is available in Romanian and Russian languages and offers guidance to the employers from public and private institutions, informing about the duties and competences of institutions involved in the enforcement of the whistleblowing mechanism. As the entire www.ombudsman.md portal, the respective module is accessible for persons with visual impairments. The Project also endowed the Ombudsperson’s Office with the equipment for recording and processing the whistleblowers calls. Since the adoption of the Law in 2018, the Ombudsperson’s Office received 11 requests for protection from the potential whistleblowers of which 8 were submitted via the on-line tool. 8 persons were recognized as whistleblowers by the institutions in which they work. To note that, which establishes this statute by the Law.



OpenMoney Platform

In 2020, UNDP Moldova through its “Curbing Corruption by Building Sustainable Integrity” Project, contributed to strengthening the integrity and transparency of the public procurement system through the upgrade of the [OpenMoney 2.0 platform](#) allowing to establish the links between institutions, companies and persons within the public procurement process using open data and thus contributing to **identifying corrupt practices** in public procurement. The Platform was created in 2016 as the result of the first anticorruption hackathon organized by UNDP with the financial support of the Norwegian Ministry of Foreign Affairs. Prior to the upgrade, since 2016, the OpenMoney platform was

browsed by 186,161 single users, and a total of 64,047 pages were accessed. The modernized version of the OpenMoney platform has several new functionalities, including the integration of public data from available governmental online platforms, including M-tender, and posting information about public procurements disaggregated by the administrative territorial units of the Republic of Moldova. At the same time, the

enhanced, and the interface became more user-friendly. As a result, the users will be able to track down **how public money is spent**, as well as the **beneficial owners** of the contracts granted by state institutions thanks to the data generated by the platform, which are automatically processed to reveal **the connections between the public procurement contracts and final beneficiaries**.



reLAWed

To ensure a participatory and co-creation approach in developing of anti-corruption digital tools, UNDP Moldova through its “Curbing Corruption by Building Sustainable Integrity” Project organized the **Legathon**. “Hack Corruption: Law to the People” gathering 30 young men and women working in or passionate about IT, who worked over a weekend on developing the interface of a brand-new on-line application. Guided by IT specialists and anti-corruption experts, the participants competed in developing a user-friendly interface for an [on-line application](#) meant to allow **citizens to report on the laws or normative acts containing provisions that could generate corruption**. Reports can be submitted anonymously, without disclosing data which might lead to the person’s identification. The [reLAWed platform](#)’s features include the tracking of the notification’s status/review and reporting statistics. Since its launch in June 2020 by November 2021, 42 reports were submitted

and examined by the National Anticorruption Center (NAC). NAC referred the reported issues to the responsible authorities signaling the norms potentially generating corruption and requested to identify relevant amendments to eliminate corruption risks. As a result, one reported issue was solved (payment of compensations), in case of 23 issues NAC reported to the Ministry of Finance on deficiencies related to the Fiscal Code, on three issues the Ministry of Justice initiated promotion of the relevant amendments. Other legal issues were examined by the Ministry of Internal Affairs, the Ministry of Agriculture and Food Industry, Public Services Agency, General Police Inspectorate in cooperation with the NAC experts, to identify sustainable solutions for the signaled corruption risks.

MONTENEGRO

Hackathon on Covid-19

Amidst the Covid-19 pandemic, UNDP Montenegro organized an online Hackathon (www.coronathon.me), aimed to offer solutions to help the country to quickly adapt, respond and recover. To fast-track this process, it relied on tech-savvy enthusiasts and collective intelligence to come to the fore – and join hands in solidarity to hack the crisis. The Hackathon aimed to catalyze

solutions in the following categories: **Protect lives and public health, Accelerate recovery, Ensure sustainable future.** From over 100 registered/proposed ideas, 15 best ideas/teams were identified and currently several initiatives in education, faster recovery of SMEs, unemployment, medical and healthcare services are being implemented with UNDP support:

OVER
100
REGISTERED/
PROPOSED IDEAS



Blood Donations platform for Blood Transfusion Institute of Montenegro

This web-based platform, with mobile applications aims to connect blood donors with the transfusion system, providing easily accessible data and exchange of information about which blood type is in demand and where the donors can provide it. It helps ensuring minimal personal interactions among donors and medical staff during Covid-19 risks. The app also includes an emergency alert to donors and could help bridge the gap and tackle the shortage of certain blood types.

You Learn

The dream team (engineers and university professors) created an [online platform](#) (YouTube for Learning) for interactive educational content and developmental games, as well as online testing. It could be used as addition to regular school education program, or simply to entertain kids.

Trguj.me (Buy.me)

This online shop and virtual marketplace are described by the authors as “Montenegrin Amazon”. Its allure lies in promotion of domestic brands and local produce, linking supply with demand, with the potential to boost the economy during and after the pandemic. Plus, it has a feature of automated digital marketing.



MONTENEGRO

Medical equipment and supplies inventory platform

Ministry of Health in coordination with UNDP developed a web-based centralized ERP system for monitoring the movement/distribution of consumables and equipment throughout healthcare facilities in Montenegro with reporting utilizing AI components.



E-services for citizens – Online enrollment of children to kindergartens and elementary schools

UNDP has supported Ministry of Public Administration and Ministry of Education on the journey to complete **digitalization of the enrollment of children into schools and kindergartens**. According to the data **over 85% of children** were enrolled via this e-service in the first week of system deployment. The backbone of this service is the Interoperability platform (IP), which enables reliance on standardized data from

administrative registers and exchange of that data among state institutions. Due to automated exchange of data via IP between Ministry of Education, Ministry of interior and Ministry of social welfare, parents did not have to go to counters of these institutions to get paper documents, but they enrolled their kids in schools and kindergartens from the comfort of their home.

“Be Safe” application

UNDP has also supported the Ministry of the Interior to develop a mobile phone app “[Be Safe](#)”, which **enables victims of violence to reach help at just one click**. A message with the phone number and geolocation is received by the National SOS Helpline for victims of domestic violence. Their activists will immediately contact the person who tapped the help button. Professional staff are well trained and educated for acting in emergency situations related to violence, while all the data are safe and confidential. Application can be downloaded from Google PlayStore and AppStore. Application also pro-

vides users with an additional option to insert any other number (other women’s organization working in Montenegro on GBV or someone else) that she would like to alert about her exposure to violence/it does not have to be National SOS line for women victims of violence. This is also to assure women’s autonomy. Application is simple digital solution that operates at the lower level of data exchange than WhatsApp or Viber. The data as of June 2020 shows following user statistics: 5,160 Android users downloaded the app; 240 iOS users downloaded the app; 68 direct SOS alerts



MONTENEGRO

E-service for business community: online company registration

By developing a [web portal](#) for the pilot e-service and functionalities such as digital identification, digital authentication and digital signing of the submitted documentation, UNDP Montenegro has provided support to the Tax and Customs Administration in creating **e-service for online company registration** in the form of LLC.

The key feature is the utilization of digital certificates for e-identification/authentication, and digital signature of online registration forms and submitted documents, including digital certificates embedded into citizens new electronic Identification card, new generation of IDs being issued in Montenegro since last year.

Startup Adventures

UNDP Montenegro joined hands with Domen.me and line ministries in the organization of [Spark.me Start-up Adventures](#). The idea behind this competition is **to catalyze innovations and solutions** in following categories: I - Solving business challenges, II - Solving social challenges or III – Supporting the digitalization of the public services. Two Start-up Adventure online events have been held, in July and November 2021. As awards, the finalists get the seed money for the further development of the idea as well as three-month mentoring support. UNDP is supporting two cycles, the second one being in progress, while the winners of the first cycle are:

In this way, the paperless administration is being promoted and the efficiency of the Tax and Customs Administration is being increased, while also forestalling some of the negative impacts of Covid-19 and the restrictions imposed, which can slow down economic activity.



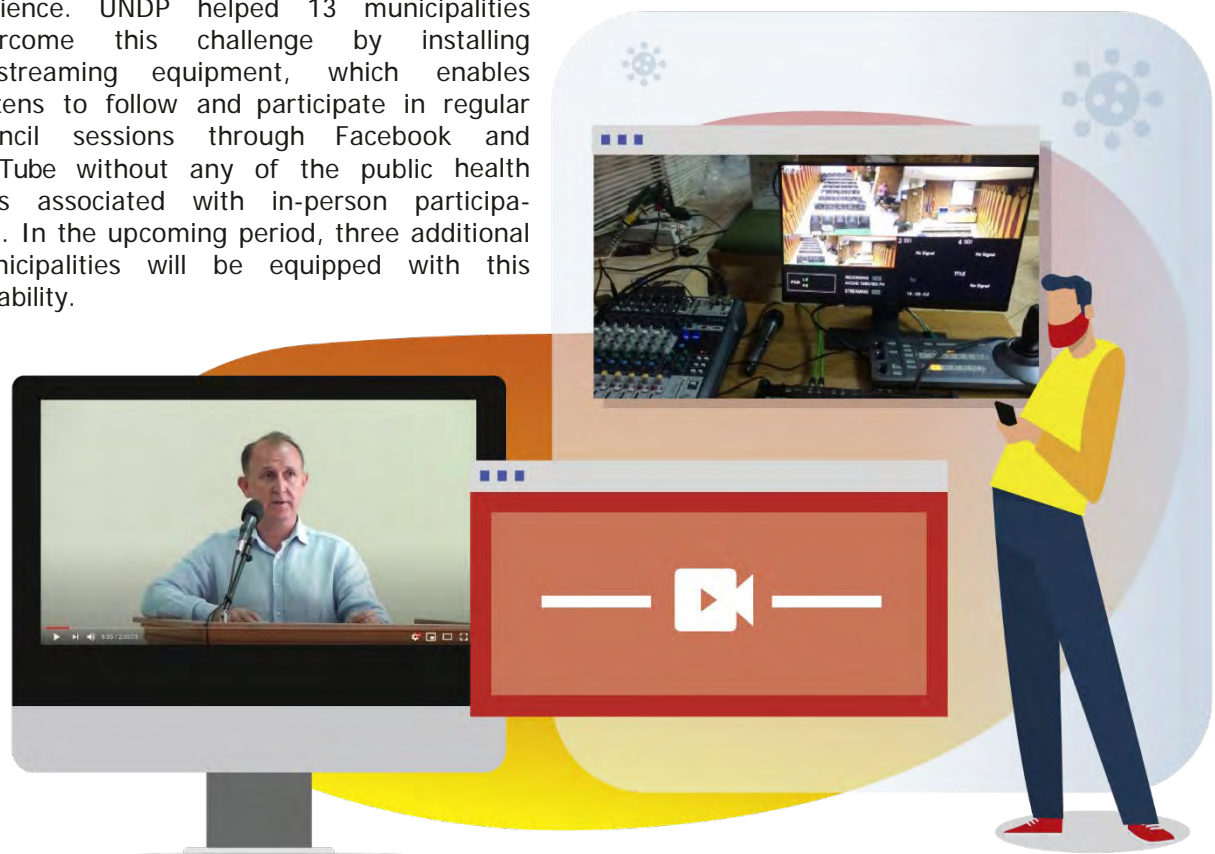
[BeBeep.me team](#) presented the application that connects drivers and passengers and enables transport that is less harmful to the environment.

[REENERGY Montenegro team](#) developed the idea of a platform that should help assess cost-effectiveness and simplify procedures for investing in renewable energy sources.

NORTH MACEDONIA

Municipal Councils closer to citizens through Facebook and YouTube

UNDP works to increase the accountability, transparency, and inclusivity of North Macedonia's 81 municipalities, including empowering citizen participation in municipal council sessions. However, the Covid-19 pandemic made it difficult to hold such sessions in person, especially with a large audience. UNDP helped 13 municipalities overcome this challenge by installing livestreaming equipment, which enables citizens to follow and participate in regular council sessions through Facebook and YouTube without any of the public health risks associated with in-person participation. In the upcoming period, three additional municipalities will be equipped with this capability.



E-learning tool for municipal councils

UNDP North Macedonia supports municipal councils in building their capabilities through continuous learning, skills development, and networking. One digital tool developed for this purpose was essential to the continuation of this process under the limitations for in-person learning brought on by Covid-19. Namely, UNDP developed e-learning platform, which is available to all 1,347 municipal councillors in the country, allowing them to remotely access relevant trainings and share documents between municipalities. Since the peak

of the pandemic, more than 20% of all municipal councilors in the country are actively using the platform to access learning materials and information the latest pandemic response measures enacted by the central government. The platform includes 11 training modules on topics related to finance management, transparency and accountability, as well as a training module on crisis management and leadership during the Covid-19 pandemic and other emergencies.



SERBIA

Platform “Be a Volunteer”

UNDP Serbia developed a new government platform [Be a volunteer](#), in partnership with the [Office for IT and eGovernment](#). Individuals who wish to assist their local communities can register through this platform. Within the first three days of its launch, over 1,600 volunteers were approved and ready to serve. Today, there are over

7,000 thousand of them. Local administrations and emergency councils are now matching them with existing calls for assistance from the elderly through the government’s dedicated phone number. A unique Call Centre responds to all citizen Covid-19-related enquiries and is linked to the volunteer platform.



Digital Solidarity platform

UNDP Serbia helped the Government of Serbia to consolidate over 90 tools and services on a platform called [Digital solidarity](#). This platform offers entertainment, educational materials, plays, exhibitions and concerts free online from companies and cultural institutions.

Open Data for Covid-19

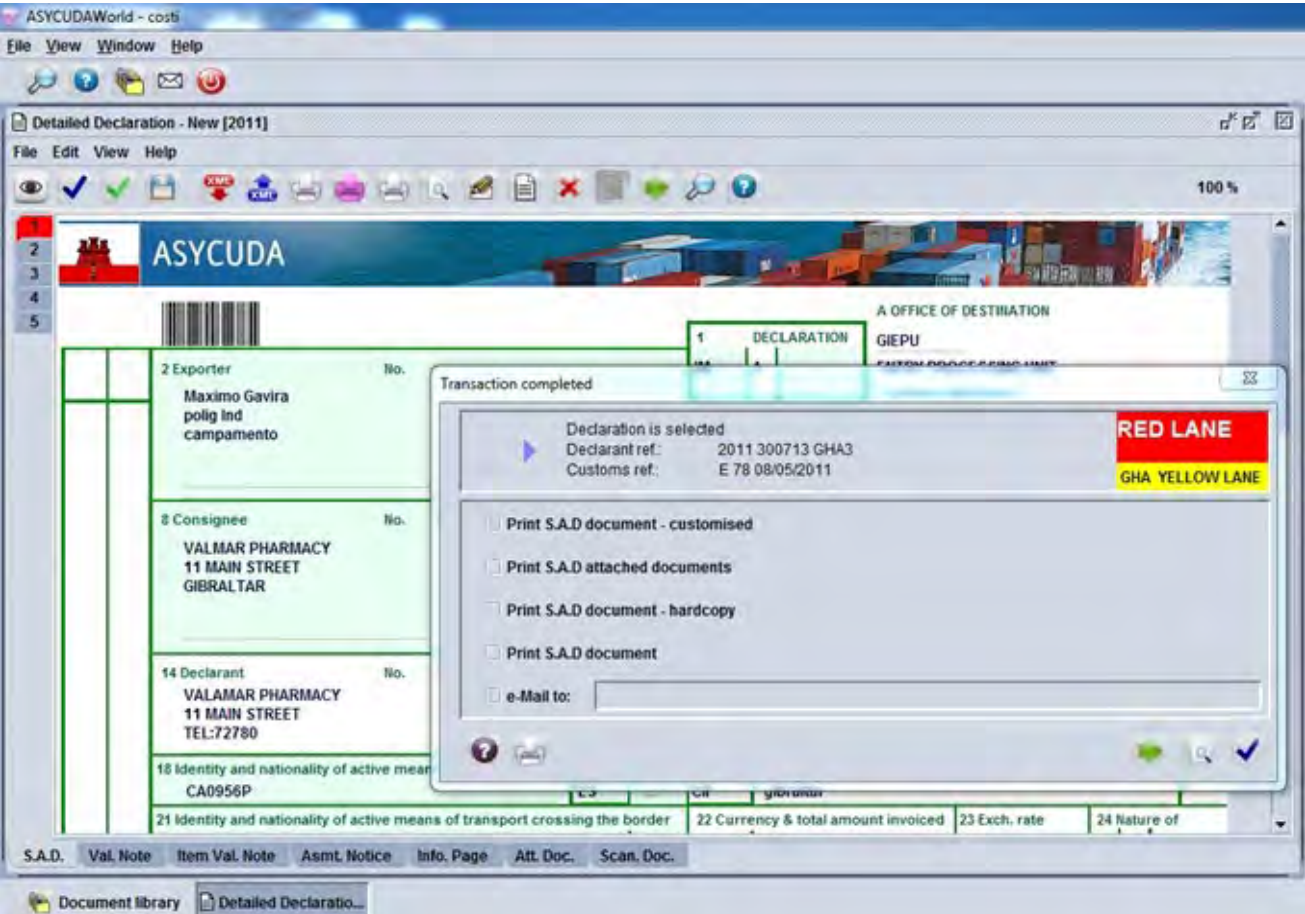
UNDP Serbia helped the Office from IT and eGovernment launch the open data sets regarding the daily number of citizens in self-isolation, infected citizens, tested citizens, hospitalized and number of people who died from Covid-19. www.covid19.data.gov.rs



TURKMENISTAN

Automated customs declaration platform

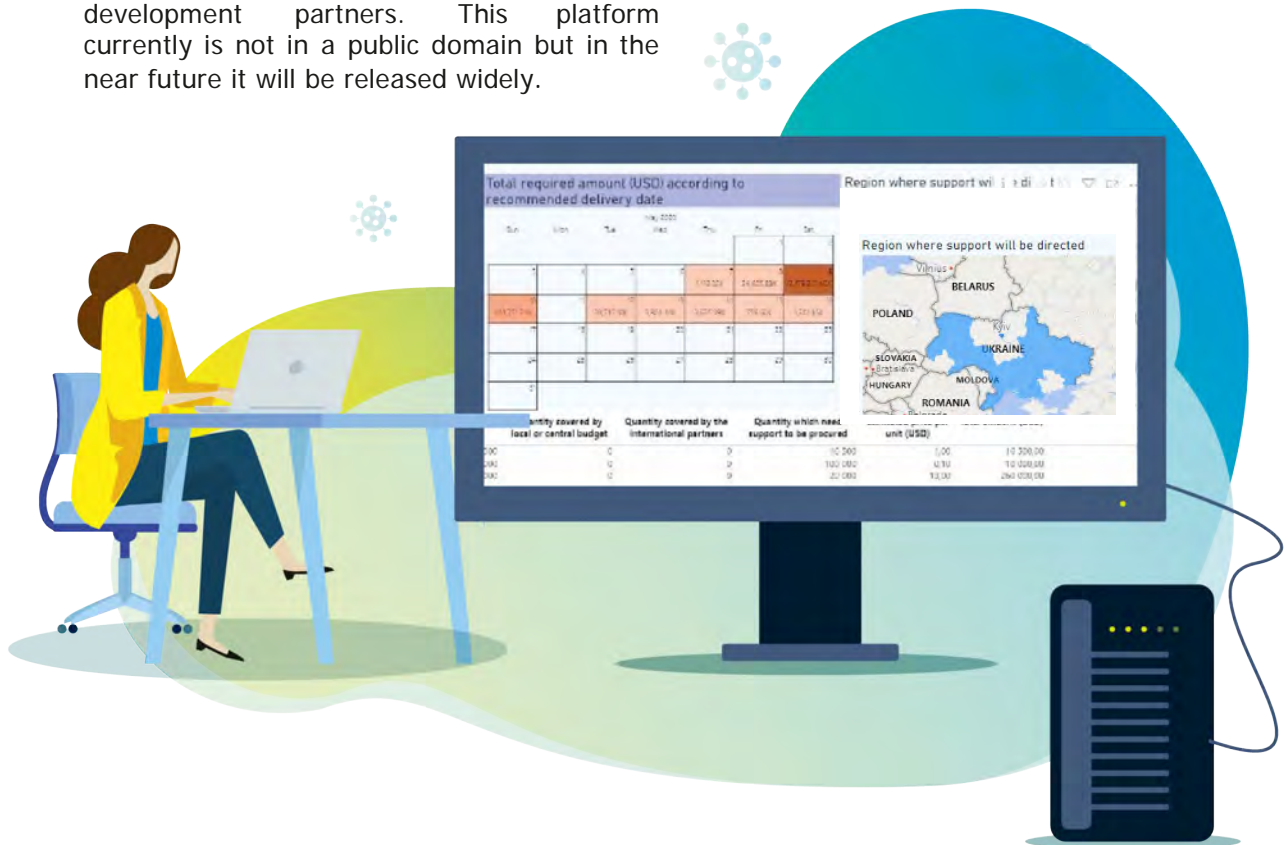
The ASYCUDA Global is a digital tool that **automates the customs declaration** of goods arriving in Turkmenistan. UNDP Turkmenistan has supported implementation of the ASYCUDA system. The system is currently functioning in a test capacity. Eventually, ASYCUDA will constitute the core of the Single Window for export and import operations.



UKRAINE

Covid-19 dashboard for the Prime-Minister's Office

In Ukraine, UNDP in coordination with WHO developed a web-based dashboard for the Prime-Minister's Office to coordinate and map all public procurement needs related to Covid-19 and analyze their coverage by development partners. This platform currently is not in a public domain but in the near future it will be released widely.



E-learning platform for the Parliament

UNDP supports key government institutions and the Parliament to improve their telecommuting capacities. For example, UNDP has developed a course with the National Agency on Civil Service on the specificities of work of the public institutions under the quarantine and assisted the local authorities with the procurement of Zoom

licenses. The online learning platform is being developed for the Secretariat of the Verkhovna Rada (Parliament) of Ukraine aiming at providing capacity development courses as a part of implementation of the Human Resources Management Strategy of the Secretariat.



UKRAINE

Mobile public service centers

Women and men are facing problems in receiving quality public services, especially in remote settlements and those located along the “contact line.” UNDP has already delivered 16 mobile administrative service centers to target communities. These mobile centers provide more than 70 types of services in a range almost identical to that currently available at stationary centers, such as registering for subsidies, registering businesses and property, and obtaining a birth certificate or pension certificates for the most vulnerable groups of people, including those in non-

government controlled areas. Moreover, 130 workplaces are now functioning in remote locations in eastern Ukraine to render practical support to administrative service providers. In addition, a fully renovated stationary service center in Stanytsia Luhanska and a newly established modular service center at the entry-exit checkpoint in Shchastia (both in Luhansk Oblast) received essential IT equipment that will allow the residents of the NGCA to access much-needed public services quickly.

Free legal aid

As representatives of vulnerable groups are at greater risk of being left behind in the Covid-19 response, **UNDP will be supporting a provision of online and offline legal support to the representatives of vulnerable groups and hard to reach population.**

4

MOBILE
ADMINISTRATIVE
SERVICE

12 MORE TO GO



Hidden Interests tool

The screenshot shows the interface of the 'Hidden Interests' tool. At the top, there is a navigation bar with a menu icon, the word 'MENU', and a search engine label 'SEARCH ENGINE HIDDEN INTERESTS'. To the right, it says 'NATIONAL AGENCY ON CORRUPTION PREVENTION' and 'UK' with a notification bell icon. The main heading is 'Search for hidden interests'. Below this is a search input field with the placeholder text 'For an exact search, enter the Last Name and First Name or the full company name' and a 'SEARCH' button. At the bottom, there are three statistics: '631 643 THE SYSTEM HAS ALREADY FOUND CONFLICTS OF INTEREST', '1,458,559 NUMBER OF COMPANIES', and '6 121 289 PERSONS IN THE BASE'.

“[Hidden interests](#)” is the first digital tool that automatically **detects possible risks of abuse by officials**. That is, anyone can find risks that show signs of violations of the Law of Ukraine “On Prevention of Corruption” and disclose other hidden corruption offenses that cost the Ukrainian budget billions of hryvnias annually. The National Agency on

Corruption Prevention portal now tracks how related civil servants and companies are, whether the official has received gifts that could potentially indicate a violation of anti-corruption legislation, whether the official has a risk of conflict of interest during procurement and nine other possible risks.

UKRAINE

Platform of Centers Diia

In 2021, UNDP, in cooperation with the Ministry of Digital Transformation of Ukraine and the Support to Ukraine's Reforms for Governance Project (SURGe) project, has helped to establish the national Administrative Service Centres' [web platform](#). The Platform will provide the Administrative Service Centres (ASCs) and community residents with **electronic and administrative services**, including the information on the ASC locations and their activities, best practices, interactive event calendar, and other relevant information. Moreover, the Platform will make it possible for users to sign up to the nearest center, evaluate the quality of ASC services, provide feedback, complaints, ideas, and suggestions, or leave an application for employment in the ASC.

Mobile application “Rescue 101”

UNDP supported the launch of a mobile application “Rescue 101”, designed to **provide emergency support to local populations**, including persons with disabilities, children, and other vulnerable groups. The main goal of the app is to bring the services provided by the Rescue Service closer to citizens, responding promptly to emergencies without the direct involvement of the call center. Notably, upon the successful piloting of the application in Donetsk Oblast, the SES of Ukraine decided to implement this digital tool throughout Ukraine

eCourt App

UNDP Ukraine has supported the development of a mobile application named “eCourt,” which aims to speed up and optimize judicial processes while also simplifying Ukrainians' access to these services. With the use of the mobile application, citizens will have quick access to essential documents in their personal e-cabinet, and courts will be able to inform litigants regarding the status of their cases in real-time. In addition to ensuring equal access to court services for all, the app will help citizens promptly obtain information on the progress of cases and about relevant procedural documents for residents of remote and non-government-controlled areas

Capacity Development

UNDP has established two IT Solutions Centers in the conflict-affected Donetsk and Luhansk oblasts on the basis of local universities. The main goal of these centers is to **train a new cohort of local digital transformation officers**, as well as to enable IT developers and users to discuss access to information support for local governments, enterprises, and institutions, elaborate solutions and projects for IT development, and **provide IT support infrastructure** in the region. The Centers will also serve as a platform for expanding cooperation between higher education institutions for IT professionals, providing students with internships, and implementing an effective exchange mechanism between state and local

Civil society and public procurement monitoring

To mitigate corruption risks, UNDP is supporting NGOs to monitor ProZorro public procurement online portal during Covid-19 crisis. This is relevant to the Eastern Ukraine only; such monitoring is supported by the Recovery and Peacebuilding Programme.

Also, UNDP is providing support to representatives of medical institutions to properly implement Covid-19"-related legal provisions. The manual of public procurement in health care [was published](#), on which trainings for healthcare representatives in Donetsk and Luhansk was based.

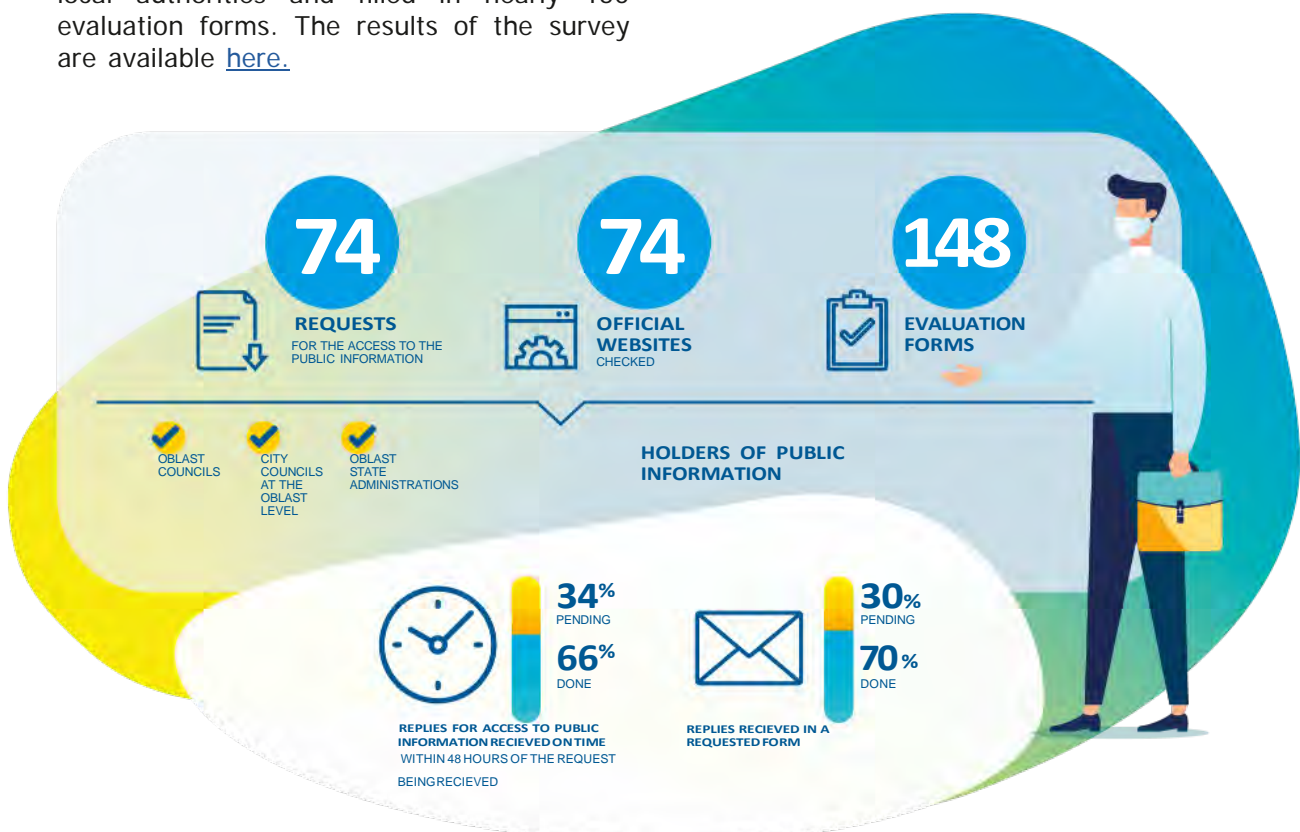


UKRAINE

Access to Covid-19-related information

As for the **access to information**, UNDP Ukraine has conducted an analysis of the public information shared by the local authorities on the Covid-19, safe behavior and protective measures. On 24-30 March 2020 the regional network conducted a survey of access to public information in all oblasts of Ukraine. Regional coordinators assessed the work of 74 holders of public information, specifically Oblast Councils, City Councils at the Oblast level, and Oblast State Administrations. During the monitoring survey, they sent 74 requests for access to public information and analyzed the replies. They also checked 74 official websites of local authorities and filled in nearly 150 evaluation forms. The results of the survey are available [here](#).

The Ministry of Foreign Affairs of Ukraine, with the support of UNDP and the British Embassy in Ukraine, has established an interactive online map showing current travel restrictions in place around the world due to the Covid-19 pandemic. The map, available at the link <https://tripadvisor.mfa.gov.ua/> (currently in test mode) shows Ukrainians which countries they can travel to, as the world gradually reopens its borders following the outbreak of the novel coronavirus.



UZBEKISTAN

Corruption reporting application

UNDP Anticorruption Project has supported the creation of mobile application to empower citizens to report any corruption allegations they face, including those connected with health sector and pandemic relief operations. Besides reporting, it allows citizen to monitor

statistics of corruption by regions, sectors and government agencies. The platform is managed by the newly created Anticorruption Agency.



Corruption risk management in the health sector

Based on the UNDP proposal and the subsequent official request from the Government of Uzbekistan, the UNDP project "Preventing Corruption through Effective, Accountable and Transparent Institutions in Uzbekistan" (PCEAT) plans this year to implement (introduce) Anticorruption Management system (compliance control) in the Ministry of Health (MoH) and in overall health care system (with sectoral risk assessment of the core business processes, including procurement, storing and distribution of medical supplies, disaster and emergency preparedness). This going to be a timely intervention fully aligned with the new UNDP strategic shift. The Project contracted the well-known audit and consulting company - KPMG (Italy) for this intervention and currently kicked off activities online.

The legal framework and the methodology of the intervention will base on:

- The Uzbekistan legislation;
- International Standards (UNCAC, OECD Istanbul Plan of Action);
- ISO 37001:2016;
- ISO 19600:2014;
- OECD 12 Principles of Anticorruption Compliance;
- Transparency International 6 Principles of Anti-corruption Compliance.

The implementation will include four phases:

- Analysis of the current status of the Anticorruption system in MoH (6 weeks)
- Improvement/Development of Anticorruption measures and procedures (processes) – (6 weeks)

Implementation of Anticorruption standards, measures and procedures in the management system (5 weeks)

- Evaluation of the effectiveness of the implemented anticorruption processes and procedures (4 weeks).
- Between the 3d and 4th phases, there is a 6 months period to allow new changes to adapt and gain sustainability. In the middle of this period, we will contract a duly authorized (certified) Certification Company to audit and certificate the Anticorruption management System in MoH according to ISO 37001:2016 – 'Anti-bribery Management System', which will be valid for three years with confirmation of compliance every 6 months and ongoing consultancy support. The latter should ensure further sustainability of the anticorruption system and corporate cultural shift.



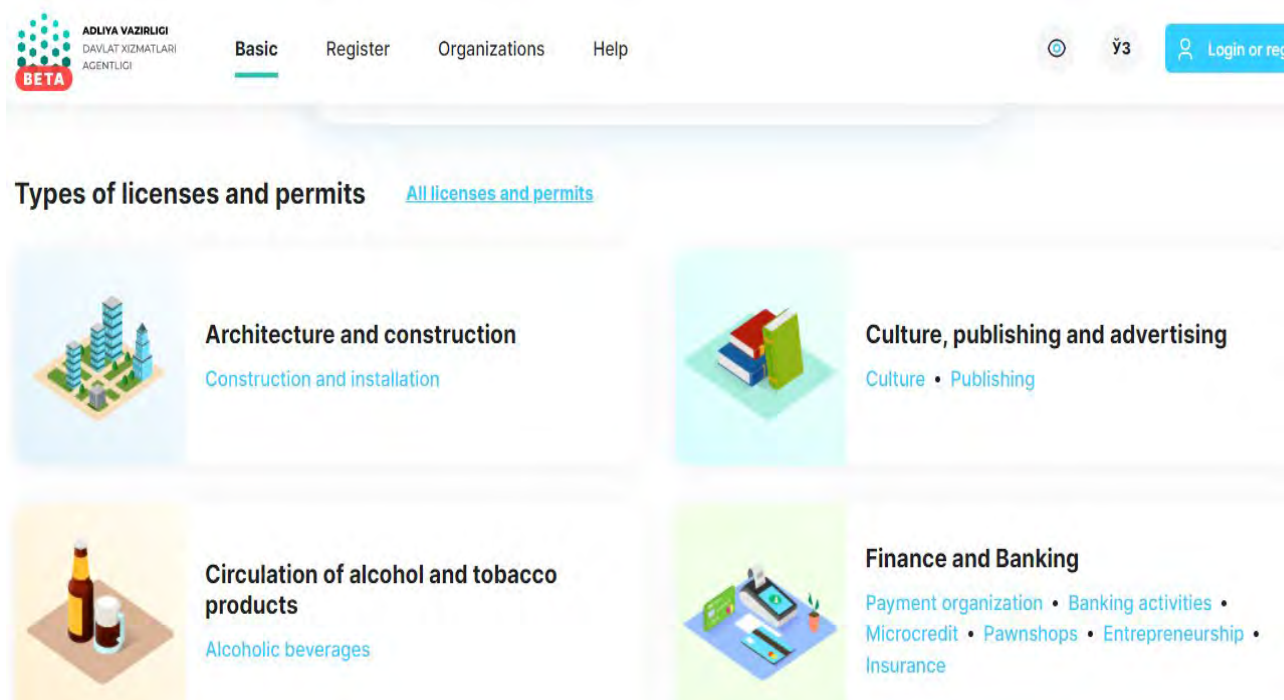
UZBEKISTAN

Digitalization of licensing and permits services

UNDP Uzbekistan supported the Ministry of Justice with business process re-engineering (BPR) 31 out of 202 licensing procedures in addition to the development of a new version of the Law on Licensing (approved July 14, 2021). BPR involves the radical redesign of core business processes to achieve dramatic improvements in productivity, cycle times and quality.

Jointly with a national company SSP Maroqand a new online Information System "[License](#)" was designed and developed. IS "License" is a single platform enabling entrepreneurs to obtain all 202 licenses, permits and notifications, which results in streamlined processes, cost savings, and a reduced reliance on paper.

The IS "License" online platform grants access to the system in the "client-server" mode using web technologies and mobile devices. 17508 online applications were received and considered from January 1, 2021 till November 25, 2021. 21 online trainings were organized for 513 participants/staff from the Public Services Agency, across 14 regional branches and Public Services



ADLIYA VAZIRLIGI
DAVLAT XIZMATLARI
AGENTLIGI

BETA

Basic Register Organizations Help

v3 Login or reg

Types of licenses and permits [All licenses and permits](#)

- Architecture and construction**
Construction and installation
- Culture, publishing and advertising**
Culture • Publishing
- Circulation of alcohol and tobacco products**
Alcoholic beverages
- Finance and Banking**
Payment organization • Banking activities • Microcredit • Pawnshops • Entrepreneurship • Insurance

ASTANA CIVIL SERVICE HUB

Based on the innovative solution, developed in Azerbaijan, the municipality of Turkestan established an easy-to-use system of online registration of entry, exit and movement of citizens during the Covid-19 lockdown. By submitting their queries through mobile application, website or call-center, citizen of Turkestan, an ancient city in the south of Kazakhstan, can leave their homes without obstruction to purchase food, medicine and daily necessities; get medical check-ups or treatment, visit their workplaces or participate in the funeral procession. This has become possible thanks to the [Astana Civil Service Hub](#), which reoriented its peer-to-peer learning alliances to bring in digital solutions and innovation from the Hub's participating countries to respond to the new pandemic. The full news story is available [here](#).

Astana Civil Service Hub launched the Virtual Alliance of Practitioners aimed at assisting governments in combating the global Covid-19 pandemic. The Virtual Alliance is a digital platform, accumulating existing research, innovative solutions and technologies of the participating countries and partners of the ACSH. Materials, received within the interaction with participants of existing Peer-to-Peer Learning Alliances, are aimed at improving the efficiency of public administration, the quality of public services delivered during the pandemic, as well as eliminating its consequences in the post-crisis period. More information is [here](#).





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