



Minutes of Fourth Project Board Meeting

Project Name: NGO Empowerment Program for Poverty Reduction (Tadamon)

Project ID: 00122656

Output IDs: 00118161, 00119715, 00129408

Venue: Online

Date: 24 February 2022

Time: 14.30 pm-16.30 pm, Istanbul time

Agenda:

Time	Session
1.30	<p>General Opening by Chair:</p> <p>Gerd Trogemann, Istanbul Regional Hub Manager</p>
1.45	<p>Presentation of project progress:</p> <ul style="list-style-type: none"> • Update on the progress with project and budget delivery; • Action working plan until end of the 2022; <p>(Robert Pasicko, UNDP Project Coordinator for “NGO Empowerment” project)</p>
2:05	<p>Topics to clarify and discuss:</p> <ul style="list-style-type: none"> • Discussing the lessons learned and bottlenecks in activities (and how to overcome them) • Discussing the new countries to focus the work later in 2022; • Tadamon Pandemic Accelerator – working plan; <p>(Robert Pasicko, UNDP Project Coordinator for “NGO Empowerment” project Lejla Sadiku, UNDP IRH Innovation Team Leader)</p>



2.30	Discussion and inputs from Board Members
	<p>Gerd Trogemann, Regional Hub Manager, UNDP Istanbul Regional Hub</p> <p>Helina Tadesse, Regional Specialist, UNDP Regional Bureau for Africa</p> <p>Kawtar Zerouali, Innovation Specialist, UNDP Regional Bureau for Arab States</p> <p>Karen Takeuchi, Regional Engagement Lead, UNDP Regional Bureau for Asia and Pacific</p> <p>Oana Maria Rebedea, Partnerships Team Leader, UNDP IRH</p> <p>Lejla Sadiku, Innovation Team Leader, UNDP IRH</p> <p>Ahmed Berthe, Global Management CSOs, IsDB</p> <p>Khemais El Gazzah, Senior Advisor to the Director General, ISFD</p> <p>Abdi Abdullahi, Human Development Division Manager, IsDB</p>
3.00	Recommendations and conclusions

Meeting Participants

Board Members

Gerd Trogemann, Regional Hub Manager, UNDP Istanbul Regional Hub - executive
 Aafreen Siddiqui, Regional Engagement Lead, UNDP Regional Bureau for Asia and Pacific - beneficiary
 Berna Bayazit, Partnerships Specialist, UNDP IRH - executive
 Lejla Sadiku, Innovation Team Leader, UNDP IRH - executive
 Khemais El Gazzah, Senior Advisor to the Director General, ISFD - supplier
 Abdi Abdullahi, Human Development Division Manager, IsDB - supplier

Quality Assurance

Tobias Herlbauer, Strategic Planning and Monitoring Analyst, CO/RSCTR

Observer

Eyas Ghreiz, NGO Empowerment Program Officer, IsDB
 Ismail Mohamoud Mohamed, NGO Empowerment Coordination, IsDB
 Moroosj Safdar, Development Specialist, IsDB
 Ekin Celikyay, Campaign and Crowdfunding expert, UNDP

Project Team

Robert Pasicko, Alternative Finance Expert, UNDP IRH
 Marina Petrovic, Alternative Finance and Technology Expert, UNDP IRH
 Ben Thompson Coon, Mapping and Outreach Expert, UNDP IRH
 Rawad Rizk, Crowdfunding Expert, UNDP IRH
 Hajdana Rukavina, Crowdfunding and Communication Expert, UNDP IRH
 Bojan Opacak, Website and Graphical Designer, UNDP IRH



Gamze Ergur, Project Associate, UNDP IRH

Burcu Mavis, Communication and Technical Assistant for Tadamon Accelerator, UNDP

General Opening and Introduction

The major objective of the meeting was an annual update on implementation of the “NGO Empowerment” project. Discussing the proposed Annual work plan for 2022 and budget plan for 2022 and budget delivery in 2021. Based on the lessons learned and continuous learning, implementing new activities and measures to ensure cost effective project delivery and upscaling to the new countries and new project activities such as Tadamon Accelerator and Tadamon Grants.

Mr. Gerd Trogemann in his opening remarks, mentioned about the achievements of the project and he thanked to the project team for their success in reaching out many countries. In addition, he highlighted that project should take notes from lessons from previous years and plan accordingly for 2022.

Mr. Abdi Abdullahi in his remarks, appreciated the efforts and teamwork in the project. He said that Tadamon is important flagship program, and this excellent partnership should continue. He advised that he would like to see more from UNDP and RSD team on measuring the outcome, this will help us focus on what we want to achieve, how we go about achieving it, where we invest resources and efforts and whether we are making a difference.

Mr. Khemais El Gazzah also appreciated the team spirit. He stated that they are looking for more concrete results on the ground. He said that they are also looking forward to their ISDB Annual Meeting to showcase the results of the program to increase visibility, appeal to donors and funders, communicate and celebrate achievements. He also mentioned about their willingness to take this program to another level involving more Civil Society Organizations (CSOs) in the region.

Presentation

During his presentation Mr. Robert Pasicko highlighted the below points.

In brief he stated that, the project didn't deliver up to expectations most in working with the priority countries which was slower than expected. When it comes to Tadamon we have keep in mind that, some activities are related with Country Offices (COs), Donor, international and national crowdfunding platforms. There are currently 1520 CSOs signed up on the platform. Initiate is being recognized by the CSOs, and webinars so far have attracted over 2000 participants. In 21 countries there is a project implementation. Crowdfunding Academy (CFA) preparation and implementation is happening in 16 countries. Project is expanding its communication and cooperation in 11 Crowdfunding Platforms, overall, which are connected to Tadamon. This project started with 7 countries and last year it is added up to 14 more, and few more to start working are expected in 2022. In the mapping process, project is using top-down mapping process, and project team is working actively with governments to verify mapped CSOs. He mentioned that it is important to seek the ways to align better with the partners who has big turnover.



He added that crowdfunding is our training (CFA) which serves in four languages, we also would like to add Spanish once the CSOs from that region comes onboard. By the end of 2022, project is aiming to train 250 CSOs. All together in 16 different countries the training (CFA) should be finished, which will result in more campaigns going online.

He also pointed out that it is important to start with more countries at the beginning, because of the delays. Since the project team has included “the introductory call with Government Focal Points” into the mapping coordination process, the governments are more responsive and cooperative; and technical team is further discussing possible delays and the way forward.

Financial Overview:

- In year 2021, total budget expenditure was US\$499,755.95 (which is 73% of Annual Working Budget for 2021). With expenditures in 2020 US\$255,242.03, total expenditure for 2020 and 2021 is US\$754,997.98 (32,6% of total project utilization – without Accelerator Output).
- Delivery in Country Offices in 2021 was lower than expected due to time-consuming processes with IsDB Governmental Focal Points in these countries.
- Building upon existing activities, budget plan for 2022 is US\$1,076,698.00.
- For NGO Empowerment project:
 - US\$201k in March (4th disbursement, month 18 of the project)
 - US\$191k in July (5th disbursement, month 24 of the project)
 - US\$191k in December (6th disbursement, month 30 of the project)
- For Tadamon Accelerator:
 - US\$146k in March (1st disbursement, month 1 of the project)
 - US\$210k in June (2nd disbursement, month 4 of the project)
 - US\$214,296.00 in October (3rd disbursement, month 7 of the project)

In addition to the above financial figures, so far, the project delivery rate is 32 % in project. COVID effected delivery in 2020 and in 2021 delivery rate is doubled. To secure smooth implementation, in March project is requesting for another tranche of payment and in July for additional one.

Also, project is expecting to receive the Tadamon Accelerator funds to be deposited to the project account to start the implementation phase.

CSO mapping:

- CSO mapping – over 1520 CSOs have already signed up to Tadamon platform (15-30min signup process) which qualifies them for further support from the project. KPI for the whole project was set at 500 CSOs, but already tripled – which shows that the initiative is recognized by CSOs
- 32 countries have endorsed, and UNDP is currently actively working with our Country Offices in 21 countries on the project implementation



- Capacity building program for CSOs – Tadamon Crowdfunding Academy is in different stages of implementation in 10 countries, with several more in preparation phase;
- Crowdfunded campaigns supported by Tadamon team and platform have collected already over 1mil USD, and 11 crowdfunding platforms are hosting these campaigns
- The top-down mapping has been completed for the endorsed countries (32 in total)
- The mapping database contains more than 3073 CSOs
- A total of 1526 CSOs have been mapped through the Tadamon Online Platform organizations
- Over 600 verified CSO

Capacity Building for CSOs

- More than USD 1 million was collected through crowdfunding campaigns supported by Tadamon platform. To add more clarity and transparency on existing campaigns and how they are mobilizing funds; UNDP team has set up the “CSO tracker” tool that is keeping the tracks of each CSO, their project amount, status of their campaign and how much they have managed to fundraise through the crowdfunding and fundraising in general; supported by the Tadamon team. Updated CSO trackers have been shared with IsDB team in March, and will be continuously further developed and updated.
- 11 crowdfunding platforms have signed up on Tadamon, among which Launch Good, Kitabisa, Live Love and StartTime support the most of Tadamon campaigns.
- 5 Tadamon Crowdfunding Academies have been fully completed: Indonesia, Kazakhstan, Lebanon, and Morocco in 2021; and Somalia in February 2022
- 2 CFAs in Tunisia and Palestine are starting in March 2022
- 4 CFA Open Calls for CSOs in February in Niger, Burkina Faso, Maldives, Senegal
- 4 CFA Open calls for CSOs are set for March in Pakistan, Iraq, Comoros, Kingdom of Saudi Arabia
- In Turkey – waiting for the green light from IsDB to proceed.

Key results for the 2022 workplan

- MAPPING CSOs – 2000 CSOs have signed up to Tadamon by end of 2022; 1500 of them verified.
- NGO EMPOWERMENT COUNTRY BOOKLETS – By end of 2022, 14 countries should finalize their work (mapping, training), with all the relevant information captured in NGO Empowerment booklets;
- SETTING UP THE CALL FOR PROPOSAL FOR CSOs IN NEW PILOT COUNTRIES – Organizing Open calls for CSOs in 20 countries before end of the year;
- CAPACITY BUILDING IN 7 PILOT COUNTRIES CHOSEN FOR 2021 - Finished 7 new Crowdfunding Academies by Q2 2022 (plus 6 from before); and starting 7 new before the end of the year.
- POST-CAPACITY BUILDING SUPPORT TO CSOs – Over 250 CSOs trained by end of the year cumulatively. To ensure at least 100 campaigns go online by the end of 2022; fundraising at least US\$2 million in total.
- TRAINING OF TRAINERS –To have TOT done for over 20 countries cumulatively.

Presentation document is shared along with this MoM for further details.



Challenges, Obstacles and Recommendations

- Need to start working with several new countries in 2022 (those that have endorsed) as sometimes initial work and inclusion of governments and partners takes 6-12 months. Political instabilities are additional concern that makes project delayed; better to have more countries in the loop, so if the work is slow in some countries, it does not affect the project delivery.
 - Governmental focal points are sometimes silent or passive after the first noticing. After proactive engagement for a month, IsDB-UNDP project team will proceed with implementation by keeping them informed, by keeping them in copy if there is no response. There are also some delays from the UNDP Country Offices and this is where the process is being helped through the UNDP Regional Focal Points.
 - Governance structure still not fully in place (Technical Working Group or Steering Committee is still missing, which affects speed of decision making and project implementation).
 - Stronger focus on mapping and NGO booklets requested from IsDB; UNDP is proposing to transfer travel budget to additional costs for mapping experts and booklets costs.
 - Advancing with Crowdfunding Academies from only national focus to having 2 countries or more; and to have a special Academy on specific focus such as Climate Change Solutions for Poverty Reduction.
 - Setting up Advisory board for Islamic Finance to get support how to connect with partners and donors and crowdfunding platforms
1. A question was raised by Ms. Berna Beyazit, what are we learning from that process? Over the course of this period, 1 million dollars generated, and how does it have an impact of crowdfunding and of it is benefiting SDG priorities, she continued with another question; wide list of partners contributing to the initiate, it is also important to map how do the partners are connected how they can collaborate to the project.
 2. Mr. Abdimajid highlighted the significance progress made in the mapping, and he raised below points.
 - Issue of resource mobilization is very important element of the program. We are now in the mid-term of the program. We need to have more efforts; we need to mobilize more resources from the crowdfunding and meet the 5 years anticipated target of USD 20 million.
 - Mapping exercise is successful, despite the pandemic. However great effort is needed to reach out to more countries, also increase the number of countries that we map both through Top down and bottom up, we need to put our efforts to the mapping, currently, we only have 6 out of the 7 MCs pilot countries for the year 2020.
 - Finalizing the 6MCs pilot mapping exercise, the team is wrapping up the process with NGO Empowerment booklets, which will help us present meaning results to the Program's Strategic Steering Committee.
 - The Strategic Committee of the program has been approved, we are planning to organize the first meeting in the end of March 2022 along with the concept note, agenda.
 3. Mr. Khemais El Gazzah in his comments said that the project is moving with the implementation as agreed, and it is appreciated. He said that currently raised funds are below



our expectation. In crowdfunding campaigns, we are looking for higher resource mobilization. He advised that we could look at the issues by reviewing and comparing resources mobilized to the overall amount crowdfunded target 20 million during the program period. In the program/project document, we have mentioned number of KPSD, young refugees, target communities have to be empowered and families should benefit the program. We expect to see key elements of these results, in brief, what difference are we making in the ground? In the progress report we would like to see these things, we want NGOs projects to make a difference to the lives of the people to have an impact in their region. Finally, he asked that whether 2022 financials are in line with plan budget?

In response to the above points, Mr. Pasicko said that in resource mobilization and crowdfunding there was limited number of CSOs which started their campaigns, as only four Crowdfunding Academies were finished fully in 2021; and so far, 35 campaigns went online out of 80 that have received the certificate for finishing their training. UNDP being the executing agency and RSD being the program management arm should note down all issues raised and resolve above mentioned issues in a systematic way through the process in place and technical coordination team meetings. When more CSOs finally go online with their campaigns, and when we get more countries onboard (after finishing their training program), we will be able to see the clear results in the upcoming months. As for the result monitoring and tracking – two weeks ago the “CSO tracker” was agreed by the team, and project team will be able to measure the results according to the set indicators. Besides, through the process of Crowdfunding Academy several CSOs is getting empowered with their project ideas. And then apply (and get) grants from other donors, or new partners, impact investors or institutional support; all of these is representing additional indirect support. CSOs that come to the training programs are aware that ISDB, UN are supporting them; and they are also using it for their promotion.

Now that the project finally has developed quality campaigns (supply) the project team is working on securing the demand for such projects to be funded - to get the institutional donors who have a demand for such project, this is the idea where we need everyone’s support to get it on a larger scale.

Mr. Pasicko continued and mentioned that showing results of mapping is important and booklets will be finished soon. Currently, up to 150-180 CSOs signed up in some countries, project team will make sure to make the results more visible.

He highlighted that it would be easier if we meet face to face, we need to strengthen this part up. The project is ready to step up from purely virtual work into hybrid way of working.

Once again, with the CSOs tracker we will have a better understanding. We are now in the pilot phase; we need to have strong structure to make most use of it. We need to seek the ways to get most of the funds, how can we make sure CSOs aligned with UN, ISDB rules, also we need to understand their needs and plans.

Mr. Pasicko responded Ms. Beyazit, by stating that, we have to make sure we have better partner coordination, this will bring more coherence and budgeting. Currently still partners are working in siloes; and by joint interaction more ambitious results would be achieved.

4. Mr. Ismail Mohamoud Mohamed, said that we have technical meetings, we discuss oversight, campaigns on Tadamon, we have CFA matrix, there are campaigns on the platform that



cannot be tracked. Visibility is a key for ISDB, ISFB. Visibility is very important and cannot be seen in some of the campaigns. For example, Green campaign in Lebanon, ISDB and ISFD logos are not present.

Combination of the data in 2020-2021-2022 will be shown in the booklet along with the outcome. In addition, resource mobilization, should be also mentioned. Finally, he said that their ultimate goal is the sustainability of the program.

Mr. Rawad Rizk responded that UNDP brought some individual donors and added up raising 40 thousand USD. The mentioned campaign is a part of Crowdfunding Academy they went through the training. Mr. Pasicko in response to Mr. Mohamed said that it is requested from the supported CSOs to give credit to Tadamon program; and the support they have received. For example, in Kazakhstan, some CSOs have presented the project where they got support in CFA; and they got funded from another sources – but it is an indirect benefit of participating in the training process; and should be more strongly reflected in the Letter of Acceptance for CSOs. Technical team will pay more attention in the future on the visibility and brand recognition through the beneficiary CSOs.

5. Mr. Mohamed suggested that we should discuss at the technical meeting the mechanism to manage campaigns that are not related to the CFA from the NGO Empowerment project. The team agrees to these points – as some campaigns were done within the preparatory CFA trainings before the project started. It was concluded to increase focus on visibility and resource mobilization, relating that to KPIs.
6. Mr. El Gazzah agreed with Mr. Mohamed's comments and stated that since these campaigns associated with Tadamon we would like to see how the money is spent and what results have been achieved. Mr. Gerd Trogemann, said that project should pay attention to these points in going forward.

In his closing remarks, Mr. Gerd Trogemann, asked the Board for their approval of the 2022 work plan and budget. The Board approved the work plan and budget without any objection.

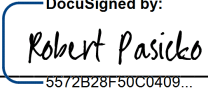
Summary of Board Member's Comments and Decisions:

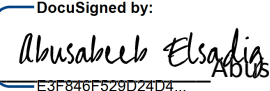
- The board agreed to start working with several more countries in 2022 as agreed upon the technical meetings.
- The board agreed that if Governmental focal points become silent or passive, team can proceed with implementation by just keeping them informed and by just keeping them in copy of the correspondence if there is no response.
- The board approved that there will be a stronger focus on mapping besides NGO booklets which are requested from IsDB and additional costs for mapping experts and booklets costs will be covered by the allocation of travel budget.
- The board agreed on advancing the Crowdfunding Academies from only national focus to have two countries or more; and to have a special Academy on specific focus such as Climate Change Solutions for Poverty Reduction.
- The board accepted setting up an Advisory Board for Islamic Finance to get support on how to connect with partners and donors and crowdfunding platforms.




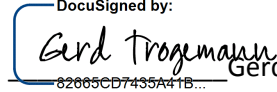
- The board accepted the endorsement of Nigeria and Comoros to organize Crowdfunding Academy (with the implementation with local partners like in other countries; and the preparatory activities are already underway)
- The board approved Tadamon Accelerator timeframe – to have the opening call ready in March (concept note was shared with ISDB).
- The board approved the 2022 Workplan and Budget.

Finally, Mr. Trogemann mentioned that the proposed governance structure of Technical Working Group, is not to compete with the Steering Committee. In addition, he highlighted the importance of close consultation with technical level, issues should be raised if need be. Before he adjourned the meeting, he thanked to the board members.

Prepared by:  Robert Pasicko, Project Coordinator, Istanbul Regional Hub

Cleared by:  Abusabeeb Elsadig, RBM and Q&A Specialist, UNDP IRH, Istanbul Regional Hub

Cleared by:  Lejla Sadiku, Innovation Team Leader, Istanbul Regional Hub

Approved by:  Gerd Trogemann, Manager, Istanbul Regional Hub
Chairperson of the meeting