

UNITED NATIONS DEVELOPMENT PROGRAMME

**REVISED PROJECT DOCUMENT****[Regional Project]****revision as of January 2022****Project Title:** UNDP-Slovakia Partnership: Effective Development Cooperation Solutions for the SDGs**Project Number:** 00111827**Implementing Partner:** Istanbul Regional Hub, RBEC**Start Date:** 8 August 2018**End Date:** 31 December 2024**PAC Meeting date:** 25 June 2018**Brief Description**

The project is based on a long and rich experience that the Slovak Republic as donor and UNDP have gained over the course of the past decade. Since the early 2000s, the Slovak Republic has undergone a full transformation from a recipient to a provider of development cooperation. Through this project, the Ministry of Foreign and European Affairs of the Slovak Republic and UNDP help to put into practice development effectiveness principles, thus contributing to advancing the effectiveness of global development efforts. This endeavour is in line with the ambitious Sustainable Development Goals. Building on previous cooperation with UNDP's Regional Centre in Bratislava and existing joint initiatives with the Istanbul Regional Hub, the project will be focused on: 1) creating an enabling environment for Slovak private companies to contribute to Slovakia's international development cooperation and piloting new ODA programming modalities capitalizing on additional financial and non-financial resources from the private sector; 2) strengthening Slovakia's positioning as development cooperation provider in the field of security sector reform, one of the niche areas of Slovakia's ODA; 3) equipping the Ministry of Foreign and European Affairs of Slovak Republic, the Slovak Agency for International Development Cooperation (SAIDC) and other national and international stakeholders with the skills, procedures and programmatic/strategic tools in order to provide effective and high-quality ODA to its partners.

Contributing Outcome (RPD 2022-2025):

Priority 1 Accelerating structural transformations for green, inclusive and just transitions to sustainability

Project Outputs with gender marker:

Output 1: *Enabling environment for Slovak private companies to contribute to Slovakia's international development cooperation strengthened* (Gender marker GEN 1)

Output 2: *Slovakia's positioning as development cooperation provider in the field of security sector reform strengthened* (Gender marker GEN 3)

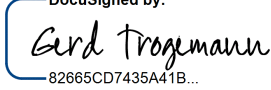

Output 3: *MFEA SR, SAIDC, other national and international ODA stakeholders equipped with skills, procedures and programmatic/strategic tools to provide effective and high-quality ODA* (Gender marker GEN 1)

Total resources required:	EURO 1,614,060 (2018-2021: EUR 899,640 /USD1,013,979 2022-2024: EUR 714,420 / est. USD ¹ 832,657.34	
Total resources allocated:	UNDP TRAC:	
	Donor (MFEA SR)²:	EUR 1,614,060
	Government:	
	In-Kind:	0
Unfunded:	0	

¹ The calculation is based on UN official operational rates set for November 2021 (: <https://treasury.un.org/operationalrates/OperationalRates.php>)

² This figure represents the resources allocated to the project. Levy is not included.

Agreed by (signatures):

UNDP
DocuSigned by:  82665CD7435A41B...
Gerd Trogemann, Manager of the Istanbul Regional Hub, UNDP Regional Bureau for Europe and Central Asia
Date: 22-Dec-2021
Ministry of Foreign and European Affairs of the Slovak Republic

Ivan Korčok, Minister of Foreign and European Affairs of the Slovak Republic
Date:

ACRONYMS

AF	Armed Forces
AWP	Annual Working Plan
CB	Capacity Building
CEE	Central and Eastern Europe
CO	Country Office
EXIMBANKA	Export-Import Bank of the Slovak Republic
GEM	Gender Equality Mechanism
MFEA SR	Ministry of Foreign and European Affairs of the Slovak Republic
MFSR	Ministry of Finance of the Slovak Republic
MoD	Ministry of Defense
ODA	Official Development Assistance
OECD DAC	Development Assistance Committee of the Organisation for Economic Co-operation and Development
PSE	Private Sector Engagement
RPD	Regional Programme Document
SAIDC	Slovak Agency for International Development Cooperation
SCF	Slovak Challenge Fund
SDGs	Sustainable Developments Goals
SEESAC	South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons
SSR	Security Sector Reform
UNDP	United Nations Development Programme
UNDP IRH	UNDP Istanbul Regional Hub

I. DEVELOPMENT CHALLENGE

Slovak Development Cooperation

Since the early 2000s the Slovak Republic has undergone a full transformation from a recipient to a provider of development cooperation. In 2013, Slovakia became a member of the Organization for Economic Co-operation and Development, Development Assistance Committee (OECD DAC), after significant progress in establishing a coherent legal and operational framework for development cooperation. Independently and with UNDP's support, Slovakia has upgraded its ODA legal and strategic framework, which resulted in sharpening the geographical and sectoral focus of its development cooperation, improving its delivery (through dedicated country strategy papers for program countries) and introducing new development and financing modalities, such as tenders for service delivery and concessional export credits scheme.

However, despite all positive developments so far, renewed efforts for improving the level of political engagement, strategic orientation, aid volume and strategic, impact-driven allocations, management and organization of Slovak ODA are needed, particularly given the country's relatively limited development cooperation funds.

In 2018, the Slovak ODA system underwent a full-fledged OECD DAC peer-review, which resulted in a series of recommendations for its improvement. The current Medium-Term Strategy for Development Cooperation of the Slovak Republic for 2019-2023 reflects these recommendations, further developments and trends in ODA.

In general, The Review of the Development Co-Operation Policies and Programmes of the Slovak Republic (Peer Review) stated that "*The Slovak Republic is an engaged member of the international community. Its willingness to be involved in global fora has given the Slovak Republic international visibility and recognition. This nonetheless comes with opportunity costs in a context of limited financial and human resources*". Despite all positive developments, the system calls for further improvements in political engagement, clear strategic orientation, higher aid volume, impact-driven allocations, more effective management and organization of Slovak ODA are needed, particularly given the country's relatively limited development cooperation funds. 2018 Peer Review findings indicate that the Slovak Republic should continue in building on its achievements to date and further strengthen its development cooperation policy, among others by:

- Allocating its ODA resources through fewer and more strategic partnerships, including with the private sector, building up on the country's comparative advantages as a donor;
- Continuing to invest resources in a well-trained body of development practitioners, including strengthening internal capacities to engage with fragile states;
- The Slovak Republic should identify countries for prioritizing a bilateral relationship and develop country strategies to deliver a set of measurable, time-bound results based on partner country priorities;
- The Slovak Republic should develop modalities for providing partners with predictable finance as part of longer-term and strategic partnership arrangements, including for humanitarian work;
- The Slovak Republic should introduce results-based management to ensure all strategies and interventions pursue a set of stated development results.

The recommendations of the OECD DAC for Slovak ODA system should generally be considered in the course of the project implementation and taken as a quality guidance.

Considering that Slovakia as a small economy has limited ODA budget, little experience in development finance strategic management and is reluctant in aligning its development agenda (both in terms of objectives and finance) with other partners, the current ability to meet its ODA commitments embedded in global Agenda 2030 still remains a challenge.

The Slovak-UNDP Partnership

Over almost 20 years, UNDP has become a partner of choice for new and emerging donors in Europe and Central Asia, having worked with a wide range of countries including the Slovakia, Czech Republic, Cyprus, Kazakhstan, Romania, Russia, and Turkey. During this time, UNDP has been supporting donors deliver their aid more effectively, in stronger cooperation with other partners, and in better alignment with the needs and priorities of their partners on the ground. Over the years, UNDP has been a thought partner and the hands on the ground to come up with and test new ideas and new models that allow new and emerging donors punch above their weight. As such, UNDP is well prepared to respond to Slovakia's challenges and ambitions as described above.

Since the early 2000s UNDP's partnership with the Slovak Republic has been one of the largest initiative with an emerging donor in the region, consisting mainly of: supporting ODA delivery and capacity building; supporting public finance

management reforms in partner countries, introducing and piloting the innovations in the public sphere as well as supporting the private sector engagement into the development cooperation .

Within this framework, the UNDP has worked with the Ministry of Foreign and European Affairs of Slovak Republic (MFEA SR) to:

- ✓ further strengthen the country's ODA system, including the development of new tools and mechanisms, dedicated trainings and other capacity building activities, and
- ✓ design and run high-quality development projects in Slovakia's partner countries, leveraging the donor's strengths, while responding to real needs on the ground, in complementarity with the efforts and investment of other donors.

In 2018, the 2014-2018 Partnership for Results in International Cooperation was evaluated by an independent evaluator, concluding that the cooperation between partners improved the capacities of various Slovak national stakeholders involved in development cooperation and managed to produce development results on the ground that are aligned with the partner countries' priorities and needs.

The evaluation also found that there is high potential for the MFEA SR to continue working with the UNDP to better prioritize and narrow the donors' programmatic priorities in CEE/ECIS countries. More specifically, the evaluation recommends the MFEA SR to invest its resources in longer-term, more strategic interventions in fewer countries within the region, focusing on just a few thematic priorities where there is significant Slovak expertise and a real need from the recipient partners.

Secondly, the evaluation recommends for the MFEA SR to continue investing in the national ODA infrastructure, highlighting among others the need to better capture and supply the Slovak expertise, and the currently limited coordination and cooperation with other national stakeholders, including line ministries and specialized agencies.

After 2018, the partnership crystallized areas of ideal effective cooperation, in particular cooperation on the engagement of the private sector in development cooperation. Thought, the support of security system reform specifically in the Western Balkans remain one of the important areas of the support of Slovakia in future.

II. STRATEGY

In a nutshell the challenge and its root causes can be described as follows: the government of Slovakia finds it difficult to achieve the 0.33% GNI target for its ODA³, despite repeated reiterations of this commitment, mainly because of various competing national priorities. The Slovak Republic is dividing its ODA among four priority regions and eight thematic areas including cross-sectoral. Various evaluations have suggested a narrower prioritization of Slovak ODA, focusing on specific signature solutions that Slovakia can best deliver internationally. The Slovak Republic delivers ODA with the most modest budgets among the OECD DAC, however, its potential and ambitions can result in significant results, especially if Slovakia builds up on its comparative advantage (technical expertise, transition experience, growing private sector). Responding to these needs, the current project is addressing these challenges by:

- i. Providing further capacity development support to the MFEA SR, SAIDC and other entities, on how to engage the private sector for increased efficiency and impact of the country's ODA, and piloting solutions with a potential for future replication;
- ii. Directing Slovak ODA funds towards one of the best known multi-donor initiative in the Western Balkans (a priority region for Slovakia), to be leveraged by other financial resources from other donors, and where Slovak expertise in the field of security sector reform will be exhibited and used.

UNDP and MFEA SR joint initiative is an example of an effective development partnership, which leverages their own knowledge and technical expertise. Both partners acknowledge that in the context of the Sustainable Development Goals (SDG), the most ambitious and extensive development agenda until now, where the developed/developing country dichotomy has been superseded, there is renewed moment for donors to consolidate their specific role and distinctive approach to development cooperation, building up on their comparative advantages. This partnership builds on the commitment of both partners to aid effectiveness and testing new ways for using ODA catalytically for the achievement of the SDGs.

³ In 2020, the Slovak Republic provided USD 141 million in net ODA (preliminary data), which represented 0.14% of gross national income (GNI). OECD DAC

The Partnership is based on building on the **comparative advantages** of both partners:

- UNDP's long-term expertise in development cooperation and thought leadership in partnering for the SDGs, access and established relations with government institutions in beneficiary countries, deep understanding of local context, almost universal presence through its country offices' network, neutral status;
- MFEA SR's role as the main institution managing Slovakia's ODA efforts, with a strong mandate to coordinate, but also to lead and pilot innovative development cooperation ideas, its status of a reliable government partner who acts as a peer to its counterparts in the beneficiary countries.

Project objective

The partner countries benefit from effective and efficient provision of Slovak development cooperation in advancing their efforts towards sustainable human and economic development, building on Slovakia's know-how and expertise, stimulating the inclusion of a wider range of partners, especially the private sector.

To achieve this objective, this project is built around three outputs:

- I. OUTPUT 1: Enabling environment for Slovak private companies to contribute to Slovakia's international development cooperation strengthened
- II. OUTPUT 2: Slovakia's positioning as development cooperation provider in the field of security sector reform strengthened
- III. OUTPUT 3: MFEA SR, SAIDC, other national and international ODA stakeholders equipped with skills, procedures and programmatic/ strategic tools to provide effective and high-quality ODA.

The Project is related to the ***UNDP Regional Programme Document for Europe and the Commonwealth of Independent States 2022-2025*** programmatic Priority 1 *Accelerating structural transformations for green, inclusive and just transitions to sustainability*, more specifically (f) *Mobilize partnerships and financing to sustain and expand regional and sub-regional*.

The project also reflects the incoming ***UNDP Strategic Plan 2022-2025*** offer to support the countries with introducing the integrated development solutions driven by their priorities in governance and gender equality using digitalization, innovations and development financing. This project supports the Ministry of Foreign and European Affairs of the Slovak Republic to test new ways of engaging the private sector in development cooperation, using ODA to leverage additional resources for the development. Also, as described further, this initiative is an example of triangular cooperation, where UNDP facilitates Slovakia's sharing of best practices and knowledge to its partners by exporting the skills and technical expertise of the Slovak private sector and by sharing its best practices in security sector reform. The activities set forth by this initiative follow also the *Signature Solution Governance - helping countries address emerging complexities by "future-proofing" governance systems through anticipatory approaches and better management of risk and gender equality - confronting the structural obstacles to gender equality and strengthening women's economic empowerment and leadership*.

III. RESULTS AND PARTNERSHIPS

Output 1: Enabling environment for Slovak private companies to contribute to Slovakia's international development cooperation strengthened

Engaging private sector in development cooperation is a globally recognized priority, as emphasized in the Addis Ababa Agenda for Action, and as called for in the Agenda 2030 for Sustainable Development. Traditional and emerging donors alike, as well as the international financial institutions (IFIs) are increasingly focusing on opportunities to collaborate with private sector investors to create a leverage effect and to ensure that the development cooperation succeeds and expands further in long-term sustainable pathways.

Slovakia acknowledges the important role that the private sector can play in the development cooperation area. Furthermore, private sector engagement is mentioned in the Medium-Term Strategy for Development Cooperation of the Slovak Republic for 2019-2023. Slovakia has already dedicated some efforts to incentivize private sector engagement in development cooperation, through several initiatives, including the Business Partnership Programme run by the SAIDC, initiatives run by the Ministry of Finance of the Slovak Republic in cooperation with UNDP or programmes run by EXIMBANKA to support the development investment initiatives. A number of results have been achieved so far: some

initial pilots on private sector engagement in beneficiary countries have been tested (through small grants and feasibility studies preparation support), Slovak companies have received mentoring, training and networking support to increase their competitiveness in bidding for IFI projects, seed funding for preparing feasibility studies/building an investment case for Slovak companies' engagement in development initiatives was provided, as well as the innovation solutions in partners countries have been supported through Slovak Challenge Fund introduced in 2019.

Building up on the results achieved, the *UNDP-Slovakia Partnership: Effective Development Cooperation Solutions for the SDG* project seeks to enhance the **engagement of the private sector** through shared value partnerships, which is in line with the latest thinking that goes beyond philanthropic giving and corporate social responsibility initiatives, by supporting partnerships that speak directly to the core private companies interest and aligning it to development priorities. In this modality, the private sector is invited to co-design joint projects with beneficiaries and stakeholders, as well as to share in-kind and financial resources, risks and responsibilities. Its main objective is to increase development impact, mobilize resources, and by doing so to help companies enhance their core business.

In this context, the project in the period 2022-2024 will continue with the programmatic modality, Slovak Challenge Fund, introduced in previous project cycle (2018-2021) for working with private companies. The following activity results are foreseen as part of this component:

Activity Result 1.2⁴: New programmatic tools for engaging private sector in development cooperation through a shared-value approach are piloted.

A Private Sector Engagement (PSE) Facility, so called **Slovak Challenge Fund** (SCF) have been already designed and implemented as of 2019, providing seed co-funding for companies that want to co-invest in activities that advance their business case while achieving Slovakia's ODA priorities. Challenge Fund modality for the first time was introduced in 1990s when some donors have run several models of challenge funds, addressed to national or local companies and/or NGOs and/or academia. Newer donors, including Central and Eastern European countries, are recently joining such traditional donors in seeking the interest of private companies to contribute to development. In general, donors invest in challenge funds for several reasons including: engaging more partners – and especially commercial - in international development, in a way that does not distort local markets, stimulating innovation among various partners (governmental/local, private sector, including startups, academia etc.) working together, generating sustainable, commercially viable solutions to development challenges in the communities, leveraging development cooperation public funds with private financial and non-financial resources.

This activity aims to facilitate the transfer of the Slovak know-how and innovative solutions that are relevant for the partner country. The solutions and know-how address development problems identified by the UNDP Country Offices in respective country and in the Guidelines for Call for Proposals. Innovative solutions directly result in specific outputs and contribute to agreed results and outcomes of UNDP Country Programmes through a gender lens and human right based approach. The SCF offers the possibility to test tangible model of co-designing development initiatives together with private companies, which can be further scaled up and replicated within a larger and more ambitious second stage.

The SCF invites companies to propose business growth-development impact initiatives that relate to the specific thematic priorities mentioned in the Medium-Term Strategy for Development Cooperation of the Slovak Republic for 2019-2023 and that include Slovakia's ODA territorial priorities (with a focus on partner region of the Western Balkans and programme country of Moldova). A call for proposals is issued by the UNDP IRH, inviting Slovak companies (and entities from partner countries, provided that a partnership with Slovak companies is envisaged) to submit applications. All project proposals should include co-financing from the applying company (cash and/or in-kind contributions) and prove both business and development impact added value. The concepts will be then further promoted with the respective UNDP Country Offices and other local partners to ensure their further scalability and replication. In 2020 the first SCF call was announced (resulted into the support of five innovative solutions) and in 2021 the SCF supported two solutions.

The types of activities funded through the SCF, include, but are not limited to:

- Skills creation activities, especially for youth and long-term unemployed, such as set up of training centres, direct provision of trainings, skills matching events and platforms, etc.;
- Skills development activities for women to prepare them for the digital and green economy transition and the changing world of work;
- Improved business environment activities;
- Testing / product development / advocacy /awareness raising for products or services that have potential to solve development problems;

⁴ Numbering of the Activities shall remain as per the Project Document for project cycle 2018-2021.

- Innovative products/services targeting people at the bottom of the pyramid (the poorest segment of the world's population, who live with less than \$2.50 a day);
- Greener, socially responsible and effective value and supply chains, such as training activities for local partners;

The SCF is open for applications from the following stakeholders from Slovakia (or from partner countries, provided that a partnership with Slovak companies is envisaged):

- Private for-profit entities such as a business, corporation, or private firm;
- Private equity or private financial institutions, including private investment firms, mutual funds, or insurance companies;
- Private business or industry associations, including but not limited to chambers of commerce and related types of entities; and
- Private grant-making foundations or philanthropic entities.

While searching for potential private sector partners for the Project, a special effort will be made to engage and reach out to female business owners and entrepreneurs, as well as other UN agencies such as UN WOMEN, and address the challenges faced by women at the local level and include them in beneficiary groups.

Resources Required to Achieve the Expected Result

As spelled out under *Project Management* section, the substantive oversight for this component will be ensured by *Project Manager* working as part of the Partnerships Team of the Istanbul Regional Hub. Among other tasks, the Project Manager will:

- Work with the UNDP IRH, the Istanbul International Centre for Private Sector in Development, UNDP Business Call to Action, UN Global Compact, SDGs Accelerator (Denmark), B Corps, and relevant national partners to make sure that the capacity building needs identified below are addressed effectively, using the available expertise in Slovakia and UNDP on the respective topics. Also women-led businesses will be invited to join other UNDP initiatives, i.e. STEM4ALL Platform¹⁰ – to share their particular experience and knowledge in the region and help with their scale-up.
- Work with UNDP IRH, relevant COs and national partners to operationalize the SCF, ensure validation of the project pipeline against available Slovak expertise, maximize complementarity with other relevant initiatives (like build on experience gained in Rozvojmajstri project and other Slovak-funded projects and programmes);
- Ensure visibility of Slovakia as donor.

Project Manager will be supported by the *Innovation Specialist for Challenge Funds*, who will be responsible for support of the innovation challenge modality, as well as other necessary activities on the daily basis. Innovation Specialist will have a long-term experience with the management of similar funds and knowledge of the region to ensure the successful implementation of the component.

Programme Associate – will support the financial and operational implementation of the Slovak Challenge Fund. The Programme Associate is funded by the MFEA SR as well as by the Ministry of Finance of the Slovak Republic within its partnership project – Public and Private Finance for Development, sharing the workload among both projects and their components.

Output 2: Slovakia's positioning as development cooperation provider in the field of security sector reform (SSR) strengthened

This outcome builds on Slovakia's long-term leadership of SSR efforts at global level, including of the UN Group of Friends of SSR, its objective to make the coordination and cooperation of various international organizations in post-conflict stabilization and transformation of countries more effective, and its stated policy belief that an effective and accountable security sector without discrimination and with full respect for human rights, the rule of law, as well as for fundamental principles of good governance, is a cornerstone of peace, sustainable development, and the provision of security for the benefit of everyone.

Activity Result 2.1: Slovakia's visibility and thematic niche in the field of security sector reform is strengthened through strategic financial allocations.

Slovakia's limited financial envelope makes it imperative to identify impactful initiatives in order to maximize the effect of the project and contribute to transformative change of the security sector in the target countries. Therefore, the proposal

is to support the next cycle of UNDP's flagship **Women in the Military Initiative**⁵, which has widely been recognized as best practice and ground-breaking, including by NATO.

The objective of the initiative, that comes at the request of the Ministries of Defense and Armed Forces in the Western Balkans, is to foster regional cooperation on gender equality in the military and to increase effectiveness and sustainability of gender mainstreaming in security sector reform through consolidation and institutionalization of results achieved in Cycle I of the Women in the Military initiative⁶. Cycle II, financially co-supported by the MFEA SR contributed to: strengthened capacities for gender responsive and evidence-based policy development and implementation, and improved integration of women in the military through gender sensitization (raising awareness of gender equality concerns regarding the inclusion of women in the military forces).

Support will be provided to Gender Equality Mechanisms (GEMs)⁷ to further strengthen their capacities for gender mainstreaming in MoDs and AFs through information sharing, knowledge exchange and learning grounded on regional meetings. GEMs will thus be better positioned to address aspects of gender in the military that will be in focus during Cycle II, by tackling gender based discrimination and sexual harassment; facilitating the systematic mainstreaming of gender in military education and training; and evidence-based policy development. Since the quality and availability of data is a prerequisite for evidence-based policy making, Human Resources Departments will be supported to collect and analyze gender disaggregated data to inform the development of gender sensitive human resources policies. Increased awareness on gender issues in the MoDs and AFs during the previous project cycle led to the growing recognition of the current and embedded gender-based discrimination and sexual harassment⁸. MoDs and AFs will be supported to address misconduct and unwanted behavior more effectively; their capacities will be strengthened through review of gaps in policies and procedures; development of guidelines, toolkits and provision of training with the aim to influence attitudes and behavior of MoD and AFs staff to establish a safe and non-discriminatory professional environment for both women and men.

Diverse activities are planned with the aim to contribute to a more gender sensitive organizational culture, free from obstacles to balanced and meaningful participation of women in the defense system. The project will further strengthen the Regional Network of Gender Trainers⁹ through the organization and facilitation of regular regional meetings, enabling networking, information exchange and knowledge sharing on the various training approaches to increase gender awareness in the military. In order to facilitate the integration of a gender perspective in military training and education and thus ensure a systematic approach to gender sensitization in the military, support will be provided for gender training of curriculum developers and teaching staff in military training and education institutions, and mainstreaming of the gender perspective in their curricula.

To ensure sustainability of results achieved, it is necessary to further support the integration of gender equality perspective in the military and ensure continuation of increasing MoDs capacities to develop gender responsive and evidence-based policies and mainstream gender perspective into the military education, while actively working on enhancing gender awareness of military staff and commanding officers. Slovak funding will contribute to strengthened regional cooperation, and increased security in the Western Balkans, through supporting the continuation of the regional project activities that are of pivotal importance for the lasting project impact and sustainability. Therefore the focus of the proposed activities is on integrating gender perspective in the military education and training (regional level activity and knowledge exchange), while at the same time supporting small-scale projects focused on capacity building of the MoDs and AFs (country level activities) for gender sensitive HR policies and for projects tailored to support integration of gender in the curricula at the country level.

At the strategic level, the proposed action will bring the four Western Balkans countries closer to fulfilling their global SDG commitments by directly contributing to the Sustainable Development Goal 16 dedicated to building effective, accountable, and inclusive institutions at all levels, as well as to Sustainable Development Goal 5 on achieving gender equality.

⁵ More information available online at: <http://www.seesac.org/Women-in-the-Military/>.

⁶ In 2013 the data collection was carried out by Ministries of Defense which analyzed the data and developed recommendations in the first regional study on The Position of Women in the Armed Forces in the Western Balkans. The main findings of the Study: Women make up between 5.69 and 8.97% of the armed forces in the Western Balkans, and a majority of them are in administrative, medical and civilian positions; Women represent no more than 4.93% of the uniformed personnel in the army, 4.89% in the air force and 0.69 in the navy; Women occupy up to 2.94% of command positions; Women are disproportionally represented among the top 10% of military trainees and military academy cadets compared to their overall representation in training or in academy.

⁷ Due to different institutional structures established within the four beneficiary MoDs and AFs, the term 'Gender Equality Mechanism' in this document covers all mechanisms set up with the aim to advance gender equality in the military and defense (gender advisers and gender equality contact persons).

⁸ Women in the Military final project report

⁹ <https://www.seesac.org/Gender-in-Security-Sector-Reform/>

Resources Required to Achieve the Expected Results

The implementation of this output will be done through UNDP's regional project *South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons (SEESAC)*¹⁰, and will therefore use the project management, implementation and quality assurance capacities sitting in this project. The communication, project development, reporting and contact with the donor will be ensured by the *Project Manager*.

Output 3: Ministry of Foreign and European Affairs of the Slovak Republic, SAIDC, other national and international ODA stakeholders are equipped with new skills, procedures and programmatic/strategic tools to provide effective and high-quality ODA.

Building up on the results of the previous partnership with the Ministry of Foreign and European Affairs of the Slovak Republic and other stakeholders involved in the design and implementation of Slovak ODA, as well as responding to the recommendations put forward by the 2018 OECD DAC Peer Review process and the specific demands and needs signalled by the MFEA SR and other stakeholders, the component will include the following activity results:

Activity result 3.2: Increased specific capacities of MFEA SR, SAIDC, other national and international development cooperation professionals

UNDP is the largest development organisation in the world, with deep thematic expertise covering a wide range of development topics, with an almost global presence, deep understanding of country-specific context and one of the main partnerships brokers in the field.

In line with OECD/DAC Peer Review recommendations the project will include capacity building primarily for the MFEA SR and SAIDC development cooperation professionals as well as other relevant national or international thematic professionals. To reach the goal, the project will support various capacity development tools as professional trainings, community workshops, monitoring missions as well as the support to the organization of and participation in broader national and regional events and workshops, or other networks involved in international development cooperation. This includes Slovakia's active participation in ODA Capacity Building Series as part of the community of new development cooperation providers of the region. Such an active contribution to events, workshops, participation in peer-to-peer exchanges and co-hosting of development professional networks will generate valuable professional experience and allow for application of acquired knowledge.

Risks and Assumptions

Risk of limited interest from private companies to partner the Slovak companies in the calls of Slovak Challenge Fund: An essential risk mitigation strategy is raising awareness of the Slovak private sector of the inherent benefits of participating in development cooperation projects, which should help align their incentives with those of MFEA SR, SAIDC, UNDP.

Delays caused by persistent COVID-19 situation in implementing projects awarded under the Slovak Challenge Fund: The mitigation strategy is based on continuous monitoring of the situation and the ability to flexibly adapt activities to the current situation.

Change in regional political climate in the Western Balkan, insufficient operational capacity within national counterparts to implement the solutions and recommendation of the Women in the Military project. The risk mitigation strategy works with the governments' and AF internal capacity development to the level that the knowledge ownership stays within the organizations.

Partnerships & Stakeholder Engagement

The activities described in **Output 1** will be implemented in close partnership with the following partners:

- First, with the Slovak private sector, whose role will need to grow in supporting development cooperation activities catalyzed with Slovak ODA funding;
- Second, UNDP COs in Slovakia's priority countries, who will play an important role in implementation of the Slovak Challenge Fund;

¹⁰ <http://www.seesac.org/>

- Third, in case there is an identified need from the country offices, UNDP's Center for Private Sector in Development (ICPSD) can contribute with technical expertise to the capacity development activities described above.

The activities included in **Output 2** will be implemented in close cooperation with MoDs in Serbia, Montenegro and North Macedonia. The Geneva Centre for the Democratic Control of Armed Forces (DCAF) as well as the International Security Sector Advisory Team (ISSAT) should also be, when appropriate, involved in the implementation of this initiative. The support provided by the Slovak Republic enables to catalyze the wider investment by other donors, namely Norway, and will help transfer some of these results to other countries in the Europe and CIS region by providing seed funding for the initiation of a similar initiative. Support for this initiative will give the Slovak Republic strong visibility on a key topic in SSR and the implementation of the UN Security Council Resolution 1325 on Women, Peace and Security.

The activities in **Output 3** will be implemented in partnership with the MFEA SR, as well as other national and international stakeholders involved in the implementation of development cooperation programmes/projects.

South-South and Triangular Cooperation

Output 1 will contribute to enhanced involvement of the private sector in inter-country knowledge and expertise sharing.

Output 2 will include a classic case of Triangular Cooperation, including the donor (Slovak Republic), international organization (UNDP) and partner countries (beneficiary countries included in SEESAC).

Output 3 will contribute to peer-to-peer learning on the best practices in development cooperation among the emerging donors in ECIS region.

Knowledge Management/Dissemination

Through Output 1, the project will help to codify best practices of private sector engagement in development cooperation, to be shared with the other ECIS donors, as private sector engagement gains momentum throughout the region.

Through Output 3, the project will ensure dissemination of knowledge and skills received by MFEA SR and SAIDC staff, through systematic peer-to-peer sharing within the MFEA SR/SAIDC and beyond. The resulting knowledge products will be shared with the wider ECIS donor community.

Sustainability and Scaling Up

For Output 1: The best practices and lessons learned from the SCF implementation will be transferred to the Slovak ODA national partners (mainly MFEA SR and SAIDC) for wider replication/for informing the adjustment of other currently existing PSE mechanisms.

For Output 2: To ensure maximum scale-up, Slovakia's contribution to the security sector reform process in the Western Balkans will be channeled through a well-established and internationally acclaimed initiative (SEESAC), that coordinates various sources of funding, for long-lasting and large scale results.

For Output 3: The sustainability of results of capacity building activities will depend on the effectiveness of internal knowledge management within the MFEA SR and the SAIDC.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project design follows the cost efficiency principles, ensuring a realistic but minimalist budget, including the decision to share personnel with other initiatives funded by Slovak and non-Slovak partners (the Project Manager as well as Programme Associate function will be co-shared with the partnership project funded by the Ministry of Finance of the Slovak Republic, and Innovation Specialist for Challenge Funds will be co-shared with the Polish Partnership project: Polish-UNDP Partnership Innovative Solutions for the SDGs) and to locate administrative personnel in Bratislava which generates significant savings for the Donor.

Project Management

The day-to day project management will be provided by a ***Project Manager***, responsible for delivery of specified results and will have delegation of authority and tolerance level prescribed by the Project Board. The Project Manager will report to the Team Leader, Partnerships Team, IRH.

The Project Manager will be supported by a ***Programme Associate*** and by IRH Operations and Programme Support Unit as required.

Innovation Specialist for Challenge Funds will ensure the implementation of the Slovak Challenge Fund on the daily basis, including the visibility and scale-up of the supported initiatives.

All above-mentioned positions in this project will be part-time, sharing their capacities with other IRH Partnerships Team initiatives, especially those financed by Slovak Republic.

Project assurance will be provided by the Coordination and Quality Assurance Team of Istanbul Regional Hub. UNDP IRH Team Leaders will provide advisory services, when required.

The support received from IRH for implementation and quality assurance will be subject to cost recovery/direct project cost.

V. RESULTS FRAMEWORK 2022-2024

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS:	
			Value	Year	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)		FINAL
OUTPUT 1 Enabling environment for Slovak private companies to contribute to Slovakia's international development cooperation strengthened Output ID: 00110636	Number of workshops for Slovak companies and other SCF potential applicants to SCF	Project progress report	56 (2)	2021	3	3	1	9	Data collection: SCF activities monitoring. Risks: limited uptake of the recommendations and technical research provided; high turnover among national partners
	Number of private sector/other partners that benefit from the services/workshops/support	Project progress report	0	2021	10	10	3	23	Data collection: Number of partners that use the offer of the project (services, consultations, workshops) and follow up with the projects/procurements, etc. Data will be extracted from SCF updates and calls related reports. Risk: The knowledge gain through the project will not be further developed for partners benefits.
	Number of PSE/SCF projects developed and delivered	Project progress report	7	2021	5	5	0	17	Data collection: SCF awarded projects. Risks: limited interest from Slovak private companies for programme, ongoing negative impact of the COVID-19 pandemic
OUTPUT 2 Slovakia's positioning as development cooperation provider in the field of security sector reform strengthened Output ID: 00112633	Number of regional meetings on gender in the military held	Reports from Regional Meeting of GEMs; News items; Social Media Placement.	11	2021	1	1	1	14	Data collection: Number of events Risks: change in regional political climate
	Number of partners benefited from the initiatives held within the gender in military events	Events reports, SEESAC project regular updates, SEESAC final report	0	2021	5	5	5	15	Data collection: Number of participants and institutions represented in each activity Risks: change in regional political climate
	Number of practical solutions for gender equality implemented through the support of small-scale projects	MoD requests for support of the small-scale projects Procurement, Documents News items; Social media Placements.	14	2021	1	2	1	18	Risks: insufficient operational capacity within national counterparts ongoing negative impact COVID-19 pandemic

<p>OUTPUT 3 MFEA SR, SAIDC, other national and international ODA stakeholders equipped with skills, procedures and programmatic/strategic tools to provide effective and high-quality ODA. Output ID: 00112634</p>	<p>Number of partners benefited from capacity building workshops for Slovak ODA stakeholders</p>	<p>Workshop reports, feedback forms from event participants</p>	<p>22</p>	<p>2021</p>	<p>5</p>	<p>5</p>	<p>5</p>	<p>37</p>	<p>Risks: limited interest/understanding of Slovak ODA practitioners in this field; high staff turnover</p>
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VI. MONITORING AND EVALUATION (2022-2024)

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analyzed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	SEESAC	n/a
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Bi-annually	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	SEESAC	n/a
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured (annual progress report, annual consultations) by the project team and used to inform management decisions.	SEESAC	n/a
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Every two years	Areas of strength and weakness will be reviewed by project management on an annual basis or on an ad-hoc basis as needed and used to inform decisions to improve project performance.	SEESAC	n/a
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	SEESAC	n/a
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	Relevant lessons are captured (through the annual progress report) by the project team and presented to the board will be reflected in the board meeting minutes and will inform decisions to improve project performance.	SEESAC	n/a
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		n/a

MULTI-YEAR WORK PLAN 2022-2024¹¹

OUTPUT	PLANNED ACTIVITIES	Planned budget by year in EUR			Responsible Party	Planned Budget		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount
Output 1 (ID 00110636) - Enabling environment for Slovak private companies to contribute to Slovakia's international development cooperation strengthened	Activity 1.2: Private Sector Engagement Facility / Slovak Challenge Fund	80,000.00	170,000.00	125,000.00	UNDP IRH	MFEA SR	Mini-grants Staff costs (Innovation Specialist) Events	375,000.00
Output 2 (ID 00112633) - Slovakia's positioning as development cooperation provider in the field of security sector reform strengthened	Activity 2.1: Women in Military Initiative	50,000.00	50,000.00	50,000.00	UNDP IRH/ SEESAC	MFEA SR	Onward granting (implemented through SEESAC project)	150,000.00
Output 3 (ID 00112634) - Ministry of Foreign and European Affairs of Slovak Republic, SAIDC, other national and international ODA stakeholders equipped with skills, procedures and programmatic/ strategic tools to provide effective and high-quality ODA.	Activity 3.2: Capacity building for Slovak ODA practitioners	12,000.00	12,000.00	12,000.00	UNDP IRH	MFEA SR	Training costs Event organisation Travel Publications	36,000.00
Direct Implementation Costs	Project Manager; Project Assistant; Office costs, Direct Project Costs (e.g. procurement, HR, finance costs)	32,000.00	32,000.00	32,000.00	UNDP IRH	MFEA SR	Staff costs Office costs	96,000.00
Communication of Results	Production and dissemination of basic communication materials (annual report, annual results snapshot)	1,500.00	1,500.00	1,500.00	UNDP IRH	MFEA SR	Communication costs Publications	4,500.00
Total - Project Net Budget		175,500.00	265,500.00	220,500.00				661,500.00
GMS (8%)		14,040.00	21,240.00	17,640.00				52,920.00
Total Project Budget		189,540.00	286,740.00	238,140.00				714,420.00
Total Project Budget, est. in USD								832,657.34

Coordination Levy¹² is calculated as 1% of the total contribution to the UNDP (EUR 714,420) that represent EUR 7,144.20 (est. USD8,326.57).

¹¹ The Budget is prepared in EUR to be coherent with the Budget of the 2018-2021 project cycle. The USD is estimation as of the day of budget preparation (November 2021) and calculated by the UN Operational Rate of Exchange.
¹² Pursuant to paragraph 10(a) of United Nations General Assembly Resolution A/RES/72/279 (31 May 2018), the Donor agrees that an amount corresponding to 1% of the total contribution to UNDP shall be paid to finance the United

Nations Resident Coordinator System. This amount, hereinafter referred to as the "coordination levy" will be held in trust by UNDP until transfer to the United Nations Secretariat for deposit into the United Nations Special Purpose Trust Fund, which has been established to finance the United Nations Resident Coordinator System and is managed by the United Nations Secretariat

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented by the UNDP Istanbul Regional Hub for Europe and the CIS within the delegated Direct Implementation authority for the Regional Programme implementation, in line with UNDP's Programme and Operations Policies and Procedures (POPP). UNDP Istanbul Regional Hub will act as the project implementing partner (agency). The implementation follows the principles of the Paris Declaration on Aid Effectiveness. The described modality is designed to ensure demand driven approach, ownership by beneficiaries, participation of stakeholders, capacity building in beneficiary institutions, focus on results, and alignment with the national government priorities and harmonization with other donors.

The project will be directed by a **Project Board (PB)**, chaired by the Manager of the UNDP Regional Bureau for Europe and the CIS Istanbul Regional Hub, or a person designated by him/her. The PB will be comprised of representatives of MFEA SR and UNDP. The PB will meet annually (in-person or online), with ad-hoc meetings organized as necessary, producing Minutes to be accepted by all PB Members. As per UNDP rules and regulations, the PB will contain four roles, as described in the matrix below:

- Project director (also called executive): Represents project ownership and chairs the group. The director is normally the national counterpart for nationally implemented projects, but can also be from UNDP.
- Development partners (also called supplier): Individuals or groups representing the interests of the parties concerned that provide funding and/or technical expertise to the project. This typically includes implementing partners, UNDP and donors.
- Beneficiary representative: Individuals or groups representing the interests of those who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of project beneficiaries. Often civil society representative(s) can fulfil this role.
- Project assurance: Project assurance is the responsibility of each project board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. Project assurance has to be independent of the project manager. A UNDP programme or monitoring and evaluation officer typically holds the project assurance role on behalf of UNDP. For GEF- and GCF-financed projects, project assurance is undertaken as per the requirements of the vertical funds, and these services are covered by the fee provided by the vertical fund.

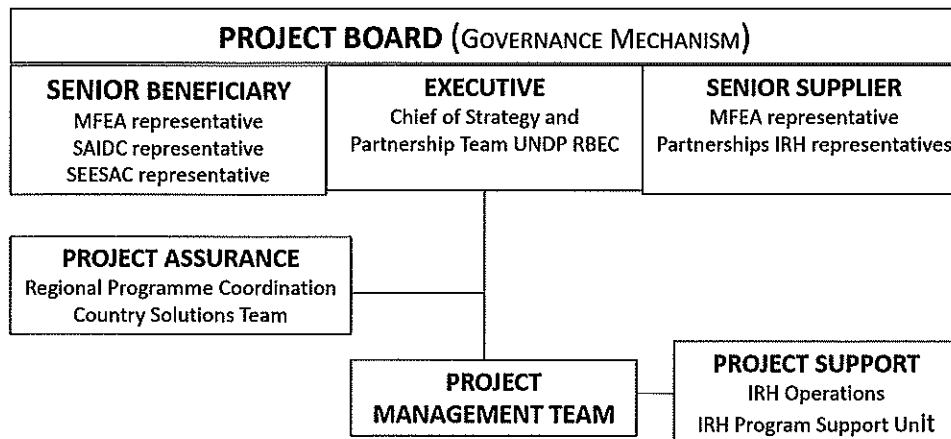
The purpose of the Project Board is to:

- Provide overall guidance and direction and agree on adjustments within provided tolerance levels (see Manage Change);
- Assess the achievement of results;
- Assess the quality of programming against the quality criteria for UNDP programming;
- Assess risks to the project, and agree on management actions and resources to address them effectively; and
- Identify and address operational issues of project implementation, including those that could lead to revisions of the project if required.

Project Board role and responsibility:

- The PB is responsible for making by consensus strategic decisions, including the approval of substantive project revisions (if any) (i.e. changes in the project document);
- The PB approves Annual Work Plans and annual progress reports;
- The PB ensures continuous networking with partner countries, donors and other project stakeholders;
- The PB will meet at least once per year to review the project strategy, management risks and most relevant project implementation issues (PB can hold discussions and make approvals also virtually – via teleconference, videoconference and email debate);
- The PB is consulted by the Project Manager for decisions when project management tolerances (in terms of time and budget as per work plan) have been exceeded. The PB defines the tolerances;
- All PB members agree on the minutes taken at each PB meeting.

The MFEA SR will act as beneficiary only with respect to the capacity building activities which UNDP will facilitate. The MFEA SR will serve as a Supplier as they provide financial resources. The key Beneficiary role will be performed by IRH



VIII. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed Standard Basic Assistance Agreement (SBAA) for the specific countries; or (ii) in the Supplemental Provisions to the Project Document attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

IX. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds 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 this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-sm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
- a. Consistent with the Article III of the SBAA *[for the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 - d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
 - e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
 - f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to the UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

X. ANNEXES

Annex 1: Project Quality Assurance Report (attached separately)

Annex 2: Risk Register and Risk Analysis

Annex 3: Social and Environmental Screening Procedure

Annex 2

RISK REGISTER (2022-2024)

Project Title: UNDP-Slovakia Partnership: Effective Development Cooperation Solutions for the SDGs		Award ID: 00111827		Date: 1 November 2021	
#	Description	Risk Category	Impact & Likelihood = Risk Level	Risk Treatment/ Management Measures	Risk Owner
1	Limited interest from private companies to partner the Slovak companies in the calls of Slovak Challenge Fund	Financial Operational	The limited number of companies active in a field of applicant expertise on a place, or their limited resources to partner the project. Potential partners might struggle also financially due to pandemic situation. Likelihood = 3 Impact = 5 Risk level: SUBSTANTIAL	Existing networks engaging with Slovak companies will be fully used to mitigate this risk	Project manager, UNDP COs, Project Board,
2	Delays caused by persistent COVID-19 situation in implementing projects awarded under the Slovak Challenge Fund	Financial Operational	Persisting situation with COVID-19 pandemic influences all processes and projects around the region. That might influence the overall projects implementation; transport of goods and services as well as influence the cash flow of the companies. Likelihood = 3 Impact = 3 Risk level: MODERATE	Monitoring and flexible adaptation on existing situation. Requesting the grantees to be prepared to use the alternative mechanism and tools (e.g. online environment) if applicable.	Project manager SCF grantees
3	Limited interest of MFEA SR ODA specialists to use and institutionalize the knowledge gains by capacity building due to high staff turnover	Operational	The basis of MFEA SR operations is the staff circulation between the headquarters and embassies. This might cause the unsustainability of gained knowledge and the need to repeat some capacity building tools. Likelihood = 2 Impact = 1 Risk level: LOW	Involve beneficiaries into the design of project activities, get beneficiaries official commitment of the project implementation plan	Project manager, UNDP COs
4	Change in regional political climate in the Western Balkan, insufficient operational capacity within national counterparts to implement the solutions and recommendation of the Women in the Military project	Strategic	Duplication of activities results in inefficient use of resources Likelihood = 2 Impact = 2 Risk level: LOW	Needs assessments, participation on donor coordination meetings, harmonization with other donors	Project manager, UNDP COs

RISK ANALYSES (2022-2024)

Project Title: UNDP-Slovakia Partnership: Effective Development Cooperation Solutions for the SDGs		Award ID: 0011827		Date: 1 November 2021					
#	Description	Date Identified	Type	Probability & Impact	Countermeasures / Mngt response	Owner	Submitted, updated/by	Last Update	Status
1	Limited interest from private companies to partner with the Slovak companies in the calls of Slovak Challenge Fund	November 2021	Financial Operational	P = 2 I = 5	The support of various partners and stakeholders, as UNDP Country Offices, Slovak Embassies in respective countries and partner networks of the SCF applicants will be fully used to mitigate the potential risk.	Innovation Specialist for Challenge Funds Project manager	Project manager	November 2021	
2	Delays caused by persistent COVID-19 situation in implementing projects awarded under the Slovak Challenge Fund	November 2021	Financial Operational	P = 2 I = 3	Building the internal capacities of the beneficiaries on a principle of institutionalized internal transfer of experience the gained knowledge will be fully used. This might be achieved in cooperation with MFEA SR/SAIDC,	Project manager	Project manager	November 2021	
3	Limited interest of MFEA SR ODA specialists to use and institutionalize the knowledge gains by capacity building due to high staff turnover	November 2021	Operational	P = 2 I = 1	National stakeholders will be fully engaged in the design, selection and implementation of all capacity building activities based on real and current needs.	Project manager MFEA SR	Project manager	November 2021	
	Change in regional political climate in the Western Balkans, insufficient operational capacity within national counterparts to implement the solutions and recommendation of the Women in the Military project	November 2021	Political Operational	P = 1 I = 2	The SEESAC team will closely consult the national stakeholder in the beneficiary countries on a regular basis and adjust the strategy of the project in line with potentially changing priorities and realities on the ground.	Project manager UNDP SEESAC team	UNDP SEESAC team	November 2021	

ANNEX 3:

Social and Environmental Risk Screening (SEPS)

Project Information

Project Information	
1. Project Title	UNDP-Slovakia Partnership: Effective Development Cooperation Solutions for the SDGs
2. Project Number	00111827
3. Location (Global/Region/Country)	Regional / Europe and the CIS

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?*Briefly describe in the space below how the Project mainstreams the human-rights based approach*

The project aims to contribute to advancing the effectiveness of global efforts to achieve Sustainable Development Goals, through better use of public and private finance for development goals. The project contributes to increasing the share of private finance and private other resources for in SDGs achievement. Project is also focused on enforcement of gender equality in security system, what supports the human rights principles.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

Gender aspects are fully implied in II project activities, most tangible in component 2 which primarily supports Gender Equality Mechanisms (GEMs): The goal is to directly strengthen the capacities for gender mainstreaming in Ministries of Defence and Armed Forces in the Western Balkans. At the same time, all SCF projects are assessed with regard to the application of gender equality.

Capacity building for development professionals will include better understanding of the use of gender analysis for development cooperation strategies, development projects and in evaluations of development cooperation. The project will provide equal opportunities to beneficiaries and to suppliers and will ensure that both women and men are treated equally. The project ensures that both women and men are able to participate meaningfully and equitably, have equitable access to project resources, and receive comparable social and economic benefits.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The project aims to contribute to advancing the effectiveness of global development efforts to achieve Sustainable Development Goals. Environmental aspects are in particular considered in all projects supported by the Slovak Challenge Fund. The project will seek to ensure that the supported interventions will reduce or mitigate negative impacts on the environment.

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>	<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>	
<p>Risk Description</p>	<p>Impact and Probability (1-5)</p>	<p>Significance (Low, Moderate, High)</p>	<p>Comments</p>
<p>Risk 1: No risks identified</p>	<p>I = P =</p>		<p><i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</i></p>
<p>QUESTION 4: What is the overall Project risk categorization?</p>			
<p>Select one (see SESP for guidance)</p>			
<p>Low Risk <input checked="" type="checkbox"/></p>			
<p>Moderate Risk <input type="checkbox"/></p>			
<p>High Risk <input type="checkbox"/></p>			
<p>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</p>			
<p>Check all that apply</p>			
<p>Principle 1: Human Rights <input type="checkbox"/></p>			
<p>Principle 2: Gender Equality and Women’s Empowerment <input type="checkbox"/></p>			
<p>1. Biodiversity Conservation and Natural Resource Management <input type="checkbox"/></p>			
<p>2. Climate Change Mitigation and Adaptation <input type="checkbox"/></p>			

	3. <i>Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>
	4. <i>Cultural Heritage</i>	<input type="checkbox"/>
	5. <i>Displacement and Resettlement</i>	<input type="checkbox"/>
	6. <i>Indigenous Peoples</i>	<input type="checkbox"/>
	7. <i>Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>

Final Sign Off

<i>Name, Title and Signature</i>	<i>Date</i>	<i>Description</i>
Berna Bayazit, Partnership Specialist, Partnerships Team, QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
Ekaterina Paniklova, Chief Country Office Solutions & Reg. Programme Coordination, QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
Chief, Strategy and Partnerships Team, PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Social and Environmental Risk Screening checklist

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹³	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No

¹³ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ¹⁴ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No

¹⁴ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

5.3	Is there a risk that the Project would lead to forced evictions? ¹⁵	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or cycle-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

¹⁵ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.