



Empowered lives.
Resilient nations.

PROJECT DOCUMENT
Costa Rica Country Office

Project Title: Fostering women's political participation at the local level

Project Number: 00112963

Implementing Partner: Tribunal Supremo de Elecciones e Instituto Nacional de las Mujeres

Start Date: 2/2/2019 **End Date:** 29/2/2020

PAC Meeting date:

Brief Description

The scenario tending to parity in the national legislative elections has no equivalent at the municipal level where the participation and elections of women is lower. In the case for the Mayor's position (Local Government Executive) we found that in the 2010 elections, women only occupied 10 of the 71 municipalities (12.3%) and only 12 in 2016 (15%). These results are not so distant from the percentage of women applying for that position, although there are those that say that the percentage of female candidates is much lower in the rural area. In 2016, for example, only 19% of candidates were women.

In terms of women's rights and development opportunities, specifically at the municipal level, it is clear that the effective participation of women also implies regulatory changes and public policies that allow the creation of conditions to guarantee their political, physical and economic autonomy, in order to achieve a situation of real equality with men. In this regard, there is a relevant municipal initiative in the area of child care and development, development of employability capacities, creation of entrepreneurship opportunities, selective social assistance, such as student scholarships and housing support, and policies for the prevention and attention of violence. In addition, the municipal government has the potential to develop and implement equality policies that impact all local institutions, involving the private sector and impacting on community coexistence. These policies and services implemented effectively, based on evidence, have the ability to reduce people's poverty and improve their quality of life.

This strategy is not only aimed at women who participate as candidates in the electoral process or who are elected, but also to promote, strengthen and maintain other women's leaderships contributing to these purposes by active community participation, taking advantage of different formal and non-formal spaces that enable the interaction between citizens and authorities.

The overall objective of this project is to influence the political participation of women for the 2020 municipal elections through strategies that promote the effective, meaningful and high-quality participation of women, achieving a greater number of female candidates for decision-making positions with the proper technical tools to carry out these positions under the perspective of equality between women and men, the human rights approach and the compliance of the the National Policy for Effective Equality between Women and Men (PIEG 2018-2030) and the 2030 Agenda for Sustainable Development.

The project promotes that the quantitative parity (gender balance) that the law establishes and is nominally fulfilled by the political parties, become a true equality mechanism, through which women have the real opportunity to lead the electoral political processes, build and propose to the electorate local government plans aligned with the fulfillment of human rights and the 2030 Agenda, including the strengthening of opportunities to strengthen women's physical, political and economic autonomy. This in order to shorten gaps and overcome asymmetries with men, which is still a challenge for the improvement of the quality of Costa Rican democracy and the opportunities for human development and well-being of all people.

This implies promoting greater participation of women in all the country's cantons through awareness-raising and information campaigns; strengthening their leadership, battle and prevent political violence, management and public administration capacities with a human rights perspective, through didactic tools for mass access; design and implement a training and consulting methodology for women who are leaders within their cantons, this will be prioritized according to the criteria of need, opportunity and impact; and will accompany and record the experiences of the participation route of women with different profiles, whose stories can be emblematic and show lessons learned in order to improve the political participation of other women in Costa Rica and the region.

Contributing Outcome (UNDAF/CPD, RPD or GPD):

UNDAF:

2.1. National and local public administrations strengthen rights enforcement spaces and their capacity for results-based management with gender and human rights approaches, to achieve sustainable development with equality.

CPD:

2.4. Public management improved through the implementation of results-based planning and budgeting with rights and gender-equality approach
Indicator 2.4.1. Number of mechanisms institutionalized to improve public management through results and gender-based management and budgeting

SP:

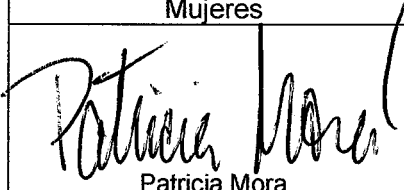
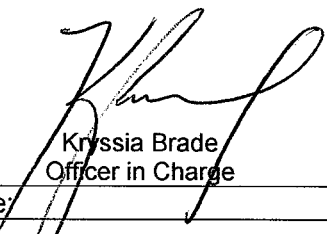
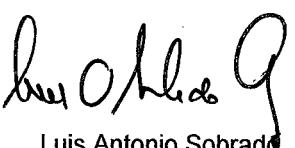
2.2.2 Constitutions/elections/Parliament: Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability

3.3.2 Peaceful, Just and Inclusive Societies: Gender-responsive and risk informed mechanisms supported to build consensus, improve social dialogue and promote peaceful, just and inclusive societies.

Indicative Output(s) with gender marker²: GEN 03

Total resources required:	\$300.000.00	
Total resources allocated:		
	UNDP TRAC:	\$300.000.00
	Donor:	
	Government:	\$100.000.00
	In-Kind:	
Unfunded:		

Agreed by (signatures):

Instituto Nacional de las Mujeres	UNDP	Tribunal Supremo Elecciones
 Patricia Mora Executive President	 Kryssia Brade Officer in Charge	 Luis Antonio Sobrado Presidente
Date:	Date:	Date:



I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

Costa Rica is a solid democracy with strong institutions and a robust electoral system. However, it faces major challenges that not only limit the scope of democratic achievements, but also affect the sustainability and improvement of the system itself.

Among them are the difficulties of women's political participation, understood not only as the possibility of being elected and occupying decision-making positions on an equal footing with men, but also as an effective participation that translates into changes in norms and public policies, budgets and institutional efforts to achieve an inclusive development model, with equal opportunities between men and women and in which the effective enjoyment of human rights of all persons is recognized, protected and guaranteed, as well as the fulfillment of the Sustainable Development Objectives, on the understanding that these are sustained on the basis of the recognition of equality between persons.

Although women's rights to elect and be elected in electoral processes was recognized in the Constitution of 1949, 70 years ago, the truth is that the system remained mostly excluding. It was not until 40 years later, in 1990, when Law 7,142 Promotion of Women's Social Equality was approved to create a quota mechanism for political parties to include in their statutes, effective mechanisms to promote and ensure the effective participation of women in the internal election processes, in the governing bodies of the party and in the electoral ballots.

The Electoral Code was also amended in order for the political parties to allocate a percentage (30%) of the State contribution to which they were entitled to promote the formation and political participation of women, as well as the inclusion in their statutes of the necessary mechanisms to ensure the participation of women, at least 40%, both within their party structure as well as on ballot papers for elected offices and within the district, cantonal and provincial delegation assemblies. However, these norms did not translate into the expected results; the intervention of the Supreme Electoral Tribunal (TSE in Spanish) was required so that through various resolutions issued between 1999 and 2005, the increase in the registration and parliamentary representation of women in the country could be achieved.

The experience and advances in the institutionality of this policy allowed the TSE to prepare Bill No. 8.765 for the comprehensive reform of the Electoral Code, approved in 2009. This Bill incorporates the principles of equality, non-discrimination and parity (50% of women and 50% of men) in the party structures and in the payrolls for the positions of popular election (the latter alternating by gender), as well as the definitions relating to the use of the financial resources destined to training, thanks to the struggle and articulation of women from the feminist institutions and feminist movements improved reforms into the Electoral Code.

This normative impulse had positive effects, more or less regular, in the election of women in the Legislative Assembly with 35.1% in 2002; 38.6% in 2006 and 2010; 33.3% in 2014 and 45.6% in 2018. In addition, the election of Laura Chinchilla Miranda as President of the Republic in 2010 represents an important milestone.

However, this scenario tending to parity in the national legislative elections has no equivalent at the municipal level where the participation and election of women is lower. In the case of the Mayor's position (Local Government Executive) we found that in the 2010 elections, women occupied only 10 of the 81 municipalities (12.3%) and 12 in 2016 (14,8%). These results are not so far from the percentage of female candidates for that position, although it must be said that the percentage of female candidates is much lower in rural areas. In 2016, for example, only 19% of the candidates were women.

In the case of Deputy Mayors, thanks to the parity law, the trend is the opposite: 84% of the elected people are women and only 16% are men.

At the level of the Municipal Council (legislative body), in compliance with the same regulations, a certain parity is achieved; in general terms, however, the proportion of women in property is much lower than that of men, with 44% against 56%, locating most of the women in secondary positions. The pattern that exists in the relationship between Mayors and Deputy Mayors is repeated, where women occupy a greater number the secondary position.

Although parity shows results that imply important advances, these are insufficient if qualitative aspects that shows the persistence or widening of gaps are considered. For example, a reaction that groups together political positions against the advancement of women's rights as well as traditionally excluded groups and populations is evident. Likewise, the increased participation of women has been accompanied by the growth of forms of political violence, both in severity and intensity.

In terms of women's rights and development opportunities, specifically at the municipal level, there is a clear need for women's effective participation to involve changes in regulations and public policies that create the conditions to guarantee their political, physical and economic autonomy, in order to achieve a situation of real equality with men. In this area, there is relevant municipal incidence in areas of child care and development, development of employability capacities, creation of entrepreneurship opportunities, selective social assistance, such as student scholarships and housing support, and policies for prevention and attention of violence. In addition, the municipal government has possibilities to develop and implement equality policies that impact all local institutions, that involve the private sector and that impact community coexistence. These policies and services, effectively implemented on the basis of evidence, have the capacity to reduce people's poverty and improve their quality of life.

This strategy is not only aimed at female candidates in the electoral process or who are elected in it, but also to promote, strengthen and maintain other women's leaderships that contribute to these purposes by active community participation, taking advantage of various formal and non-formal spaces that allow interaction between citizens and authorities. In addition, it includes women of the structures and gender mechanisms of political parties.

For this reason, it is relevant for the strengthening of democracy, the enforcement of human rights and the location of the SDFs, to support compliance with parity regulations and to achieve the National Policy for Effective Equality between Women and Men (PIEG 2018-2030), which has an objective referred to the Distribution of Power as a mandate of the State, while strengthening the leadership, dialogue, negotiation, political management and public administration capacities of local women who are leaders, which are translated into government plans guided by these norms and principles, with a focus on gender equality, and greater community impact to promote, audit and monitor compliance of these objectives.

II. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

The project will contribute to the improvement of the national strategic priority. Institutional capacities for innovation, efficiency and efficacy of public management are strengthened to accelerate achievement of the SDGs within the framework of national priorities for inclusive and sustainable development, as well as the UNDAF outcome 2.1 National and local public administrations strengthen rights, enforcement spaces and their capacity for results-based management with gender and human rights approaches, to achieve sustainable development with equality. It also contributes to the fulfillment of Output 2.4 of CPD Public management improved through the implementation of results-based planning and budgeting with rights and gender-equality approach.

In the municipal election process in 2020, the expected number of candidates for the different local elected positions in the 82 cantons could reach between 40,000 and 50,000. This imposes an

implementation challenge that, considering the greatest possible impact, establishes a gradualness in the actions and a prioritization strategy that allows national scope as well as significant and demonstrative changes, in specific cantons. In addition, Costa Rica commemorates 2019 the 70th anniversary of the women's vote, which highlights the importance of closing gaps in women's political participation at the local level.

In accordance with the strategy agreed with the Supreme Electoral Tribunal (TSE in Spanish), through its Institute for Education and Studies in Democracy, and the National Women's Institute, the actions included in this project will be grouped into three levels with different scopes:

1. The first one has to do with activities to promote and raise awareness of women's political participation and battle against political violence at the local level. Although parity is established by law, the fact is that the role of women is confined to secondary positions in most cases, and that the number of candidates for the main positions continues to show the exclusion of women in decision-making positions and a distancing of female leaders from the political campaign. For this reason, it is important to influence political parties, female community leaders and the electorate in the need to establish real opportunities for equal participation and create the conditions for these women to participate and contribute to the cantonal development. The creation of an information and communication strategy is proposed in the media and social networks to promote the participation of these leaders as well as the effect of equality in political parties. This strategy will contain specific messages and communication channels with all political parties and communities. Greater quantitative participation of women in local electoral processes is expected, not only as candidates but as voters, as well as the acceptability in the electorate of these candidacies. The source of information is the data provided by the Supreme Electoral Tribunal, surveys and opinion polls.
2. The second level has to do with training female politicians and community leaders. This level will also have two different degrees of approach to the target population. A training toolbox will be developed covering at least the following topics: (1) leadership, battle and prevention of political violence, (2) political communication, (3) negotiation and construction of agreements, (4) elaboration of local government plans, (5) elaboration and management of municipal budgets, (6) electoral regulations, (7) regulations related to the exercise of municipal offices, (8) public policies from a human rights approach and sustainable development objectives, (9) gender equality and women's human rights, (10) risk management and climate change. These tools will be built with pedagogical mediation to allow their acceptability, affordability and practical application. They will be available online and accessible to everyone. In addition, 10 cantons will be selected as a priority on the basis of criteria of need, timeliness, relevance, replicability and effectiveness, among others, in which face-to-face training will be given to female politicians and community leaders who participate in the electoral process or whose leadership offers opportunities to establish community mechanisms for auditing and citizen oversight of local government. It is expected that around 3,000 female local leaders will be reached by this means, considering the participation forecasts for the next local elections. Complementarily, an online educational platform will be built to translate the materials into a self-managed virtual course with pedagogical advice. Through these actions, a greater qualitative participation of women at the local level will be sought. Quality can be verified through participation registration, learning assessment, analysis of proposals, and the observation of the electoral dynamics.
3. The third level will seek to establish a resource that will make it possible to understand in detail the women's political participation route, detailing the opportunities and obstacles like political violence they face and which translates -beyond what is established by law- into structural exclusion from the political system, including political parties, and social conception. This will be done identifying and monitoring the leadership of certain women with particular characteristics (place of residence, age, ethnicity, experience, economic resources, education, political party, ideology, among other aspects), building with the

information they provide, life stories from individual and personal experiences, to learn about the daily experience of (in)equality and possible ways to remove the obstacles that prevent its realization. This level will show learnings, good practices, recommendations as well as scalability and replicability in other contexts. The registration of this route will be done through the construction of life stories that will also record the results of the process from the point of view of the protagonists and will allow to propose and analyze future strategies to improve the conditions of women's political participation.

The realization of Human Rights and the achievement of Sustainable Development Goals are incompatible with the inequality and exclusion suffered by women in the political participation sphere. Progress in this area is a necessary condition to achieve the national strategic priorities related to the strengthening of institutional capacities to accelerate the compliance of the Sustainable Development Goals and to achieve UNDAF outcome 2. 1. This effort also has a direct impact on the strengthening of public management capacities with a human rights approach and the perspective of equality between women and men.

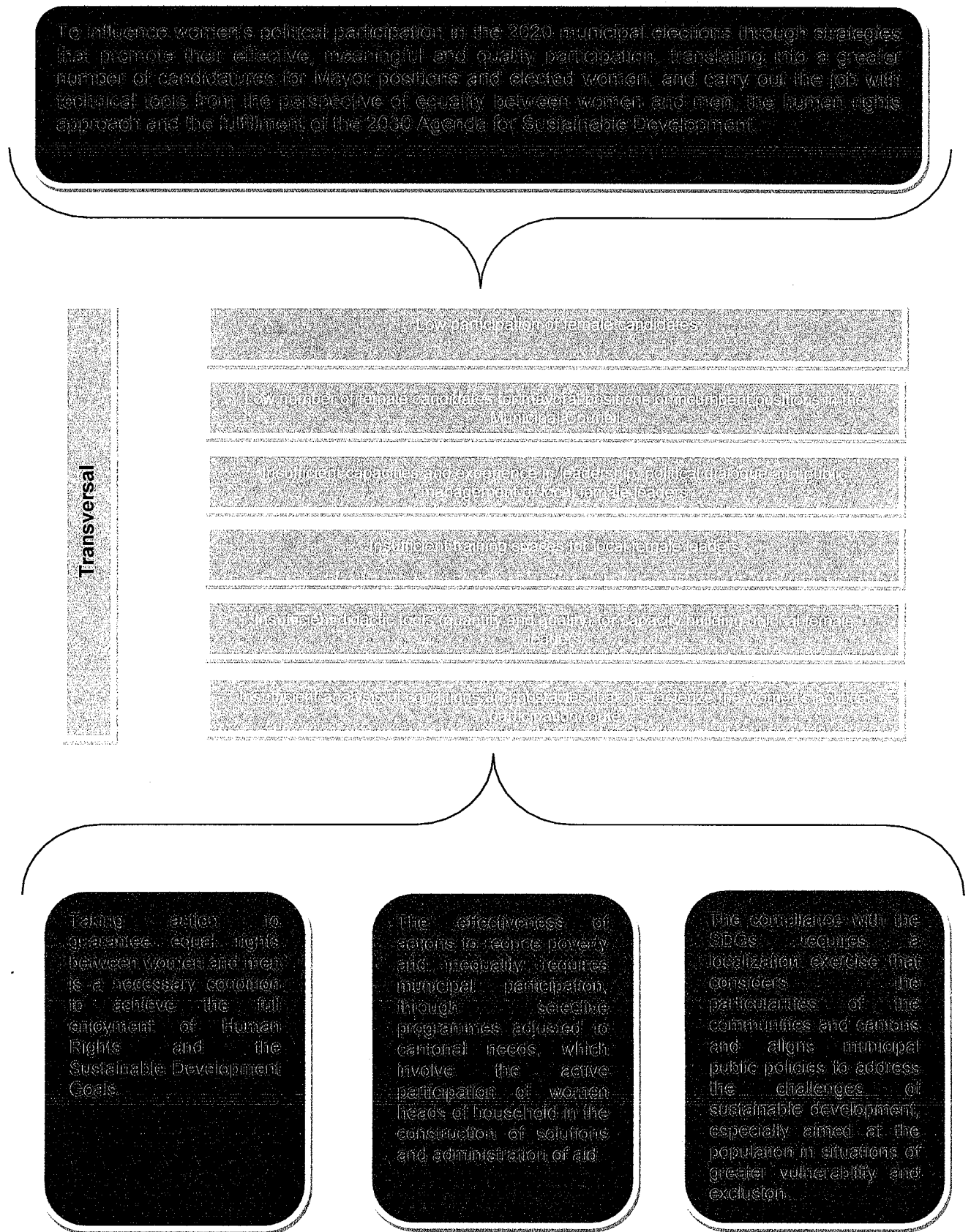
Information on political participation and electoral results has been obtained from the official database of the Supreme Electoral Tribunal and specialized studies and practical experiences from both UNDP and the National Women's Institute have contributed to this analysis.

In addition, the proposed methodology contributes a broadening of the effects of the already established annual work plans of the partner institutions. Enlargement has to do with several aspects: number of beneficiaries, territorial coverage, thematic treatment, scalability, diffusion, among others.

The project promotes that the quantitative parity established by law and nominally complied by political parties become a true equality mechanism, through which women have a real opportunity to lead political electoral processes, build and propose to the electorate local government plans aligned with the fulfillment of human rights and the 2030 Agenda, including the strengthening of opportunities to strengthen women's physical, political and patrimonial autonomy. This is in order to close gaps and overcome asymmetries with men, which still constitute a challenge for the improvement of the quality of Costa Rican democracy and the opportunities for human development and well-being of all people.

This implies promoting greater participation of women in all the country's cantons through awareness-raising and information campaigns; strengthening their leadership, political management and public administration capacities, with a human rights perspective, through didactic tools for mass access; designing and implementing a training and consulting methodology for female leaders in cantons prioritized according to criteria of need, opportunity and impact; and accompanying and recording the experiences of the women's participation route with different profiles, whose stories can be emblematic and show lessons learned to improve the political participation of other women in Costa Rica and the region.

Figure 1. Theory of Change



III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results

3.1 Expected Results

The Project's general objective is to influence women's political participation in the 2020 municipal elections through strategies that promote women's effective, meaningful and quality participation, translating into a greater number of candidatures for positions, and with technical tools to carry out the job from the perspective of equality between women and men, the human rights approach and compliance with the Agenda 2030 for Sustainable Development.

Specific Goals:

- Strengthen a greater political participation for women in decision-making positions in local governments, in political parties, female community leaders and among the electorate to ensure the need to establish real opportunities for equal participation and create the conditions for these women to participate and contribute to the cantonal development
- Expand the capacities of female politicians and political leaders for advocacy and political management.
- Facilitate the incorporation of the perspective of equality between women and men and of human rights in their political management, debates and their agendas.
- Make visible, prevent and address political violence against women such as threats, disqualification, negative comments and attacks on social networks through legal, institutional and social tools.

The main outcomes to be achieved with this project are as follows:

Outcome 1: The promotion of gender parity participation (50/50) in popularly elected positions in municipal elections has been achieved through communication and information strategies in communities, party structures, women with political careers and community leaders.

Outcome 2: Female politicians and community leaders trained with political leadership and battle against political violence and electoral tools, public and financial management, strategies to recognize and address political violence, political communication in campaigns.

Outcome 3: A women's political leadership route in local elections was developed in order to identify lessons learned, good practices and recommendations as well as scalability and replicability in other contexts as a strategy to improve women's political participation conditions in the long term.

These results are expected to strengthen the realization of Political Rights such as equal political participation, the right to vote, non-discrimination and political violence, the achievement of Sustainable Development Goals through SDGs5: Gender Equality, SDGs10: Combat of Inequalities, SDGs16 Strengthening Peace and Institutions, SDGs17: Alliances, and promoting the closing of gaps and exclusions suffered by women in local political participation. In addition, it will help achieve the national strategic priority of strengthening institutional capacities to accelerate the achievement of the Sustainable Development Goals and the UNDAF outcome 2. 1. This effort also has a direct impact on the strengthening of public management capacities with a human rights approach and the perspective of equality between women and men.

3.2 Resources Required to Achieve the Expected Results

The financial resources required for this project are **\$300,000** from the United Nations Development Program, as well as in-kind contributions from the Supreme Electoral Tribunal (TSE)

and the National Women's Institute (INAMU). Technical resources from UNDP, TSE and INAMU will be available in all project outcomes.

3.3 Partnerships

The strategic partners are: (a) the National Women's Institute (INAMU) as the lead agency for the advancement of women's rights in Costa Rica, and for its extensive experience in strengthening women's political participation at the national and local levels. And b) the Supreme Electoral Tribunal (TSE) as the governing body of national political processes, for its political and technical capacity to guide the pulse of political participation and for its mandate of political formation of political parties and citizens that are part of national and local elections through the Institute for Education and Studies in Democracy (IFED).

It is also expected to develop working alliances, as a result of the implementation of the project with:

- Political Parties that belong to the Legislative Assembly and will have broad representation in local elections 2020
- Local Political Parties enrolled in the elections 2020
- Based technical and political structures within local political parties
- Gender or Women's Secretaries of political parties.
- Women of the Board or Executive Committees of political parties
- Municipal councils and municipal structures with female representatives that have a political career and are interested in running for the municipal elections of 2020
- Community organizations with political impact in the cantons where the project will be developed
- Training and Education Center of the State Distance University (UNED)
- National Union of Local Governments (UNGL)
- Costa Rican Network of Municipal Women (RECOMM)
- Women and feminist organizations
- Parliamentary Group of Women Deputies of the Legislative Assembly
- Women Political Forum for Costa Rica

Finally, and with the purpose of promoting the interagency work of United Nations, the project will include in the Technical Advisory Committee: (a) UNOMUJERES, a United Nations entity dedicated to promoting gender equality and the empowerment of women, because of its capacities and impact on women's political participation. And b) The UNDP Regional Centre Gender Team for its Latin American and Caribbean leadership in strengthening women's capacities for political participation.

3.4 Risks and Assumptions

The following are identified risks for the project:

- Resistance of channels within political parties and their structures, and within the communities to be actively involved in the established strategies and products.
- Difficulties bringing the communication and information campaign to communities with less access to ICT and complexities in counting the number of people receiving the campaign within political parties.
- Delay in the construction times of the technical contents of the established products.
- Lack of interest or real limitations from the female politicians and community leaders to attend the training processes and create the route for political participation in the 2020 municipal elections.

The following are identified as assumptions for the project:

- Active involvement of political parties, their structures and communities given the trust they have on UNDP, TSE and INAMU in terms of political participation in Costa Rica.
- High capacities for the counterparts to carry and impact the most excluded population and less technological access through technical resources, infrastructure and regionalization of high local performance.
- Inter-institutional collaboration for the generation of efficient information, as well as technical support in the implementation of the activities foreseen in this project.
- High confidence of female politicians and community leaders given the broad and quality experience of the project's implementing partners.

3.5 Stakeholder Engagement

The target population that the Project intends to impact are:

- Women with political careers at the cantonal level, whether they are currently involved in municipal structures and have an interest in continuing their careers, and those who have participated in municipal elections with nominations for office and wish to participate in the upcoming elections.
- Local political parties that are represented in the National Legislative Assembly, traditional parties with a long history without representation in the Legislative Branch and new political parties.
- Base structures of all the local parties that will form part of the municipal electoral contest.
- Female community leaders who participate in the electoral process or whose leadership offers opportunities to establish community mechanisms of auditing and citizen oversight of local government

In addition, other groups are expected to be impacted during the implementation of the project such as:

- The voting citizen, because the project will seek to promote the local vote that often presents low rates of local participation in certain areas of the country.
- The private sector interested in supporting the political campaigns of female politicians and community leaders.
- Strategic actors of local political mobilization that facilitate the implementation of the results.

3.6 South-South and Triangular Cooperation (SSC/TrC)

- Identification of good practices and lessons learned to strengthen women's political participation at the local level in Costa Rica.
- Establishment of exchange alliances in the light of the experiences of región's countries in terms of incidence strategies of local political parity through the technical cooperation of UNOMUJERES, the Gender Team of the UNDP Regional Centre, both within the framework of the ATENEA Regional Project: Promoting 50/50 in elections.

3.7 Knowledge

The knowledge products that the project will generate are:

- Technical document on the analysis of the local political participation of women during the municipal elections of 2020, which collects quantitative and qualitative details of the experience, as well as recommendations for women's political processes at the municipal level for subsequent elections.
- Training toolbox that will contemplate, at least, the following topics: (1) leadership, (2) political communication, (3) negotiation and elaboration of agreements, (4) preparation of local government plans, (5) elaboration and management of municipal budgets, (6) electoral

regulations, (7) regulations related to the exercise of municipal offices, (8) public policies based on human rights and sustainable development goals, (9) gender equality and women's human rights, (10) risk management and climate change. These tools will be built with a pedagogical mediation to allow their acceptability, affordability and practical application. They will be available online and accessible to everyone.

- Self-managed online educational platform with pedagogical advice to strengthen the technical capacities of female politicians and community leaders, which will contain a toolbox for use by all citizens.
- Pedagogically playful and creative document with the Women's Political Leadership Route in local elections to identify learning, good practices and recommendations as well as the possibility of scalability and replicability in other contexts as a strategy to improve women's political participation conditions in the long term.

3.8 Sustainability and Scaling Up

The project's sustainability will be developed with the following strategy:

- The project strengthens the actions of the National Women's Institute (INAMU) and the Supreme Electoral Tribunal (TSE) through the Institute for Education and Studies in Democracy (IFED) for the 2020 municipal elections in order to increase their influence and impact.
- With the results obtained from the process itself and under the products described in the knowledge strategy, INAMU and TSE-IFED will have a greater number of inputs that favor greater scope of actions for subsequent municipal elections; these results may be uncertain in their Institutional Programmatic Plans.
- Also, the results of the process will generate a long-term advocacy path and impact for female politicians and community leaders. Through the women's political leadership route in local elections, female politicians will have a tool that will allow them to learn, and from other women's experiences, which are the most effective routes to reach local decision-making positions. This is evidence of the escalation process that the project will achieve in the face of subsequent municipal elections.

IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

- There is commitment, experience and institutional resources in the Supreme Electoral Tribunal and the National Women's Institute to have a methodological, theoretical and conceptual basis of convening capacity that allows to guarantee the initial conditions of the project.
- UNDP's credibility and capabilities contribute to promote and strengthen institutional alliances and partnership with other sectors to strengthen the project's execution.
- UNDP has the capacity to mobilize regional experiences and good practices to enrich the activities and products envisaged in the project, both of the organization and of other agencies of the United Nations System, especially of ONUMUJERES.
- Significant progress has been made in terms of parity from a quantitative point of view.

Project Management

The project will be technically developed in conjunction with the Supreme Electoral Tribunal and the National Women's Institute, taking advantage of the capacities and resources available to them. A coordination mechanism will be established to agree on the content of the dissemination and training materials, training spaces, call for participants and construction of life experiences.

Joint decisions will be taken, according to the levels described, to specify the territorial scope and beneficiaries, considering the mentioned criteria and the available resources, including pedagogical ones.

UNDP's work will be carried mainly from its headquarters but will require the relocation of staff to specific sites during project execution, in order to meet specific activities.

V. RESULTS FRAMEWORK¹

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:						
2.1. National and local public administrations strengthen rights enforcement spaces and their capacity for results-based management with gender and human rights approaches, to achieve sustainable development with equality.						
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:						
Output 2.4. Public management improved through the implementation of results-based planning and budgeting with rights and gender-equality approach						
Indicator 2.4.1. Number of mechanisms institutionalized to improve public management through results and gender- based management and budgeting						
B: 0						
T: 3						
F: Annual						
S: MIDEPLAN, Treasury, local level						
Applicable Output(s) from the UNDP Strategic Plan:						
2.2.2 Constitutions/elections/Parliament: Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability						
3.3.2 Peaceful, Just and Inclusive Societies: Gender-responsive and risk informed mechanisms supported to build consensus, improve social dialogue and promote peaceful, just and inclusive societies.						
Project title and Atlas Project Number: 00112963						
EXPECTED OUTPUTS	OUTPUT INDICATORS ²	DATA SOURCE	BASELINE	TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
				Value	Year	
					Year 1	

¹ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

² It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

Output 1: Information and communication strategy in media and social networks to promote the participation of female politicians and community leaders, battle against political violence as well as the effect of equality in political parties.	1.1 Designed conceptual framework with detailed messages and specific communication channels for communities, political parties, women in political careers and community leaders.	TSE INAMU	0	2019	1	1	Methodology: working sessions with a specialist in communication and gender perspective to build the conceptual document. Risks: No specific risks.
	1.2 Final campaign disseminated in networks and media	TSE INAMU	0	2019	1	1	Methodology: Identification of media and networks with specialists and on the most effective platforms. Risks: Resistance of channels in political parties to disseminate the campaign and difficulties in taking the campaign to communities with less access to ICTs.
	1.3 Number of people reached by the information and communication campaign.	TSE INAMU	0	2019	1	1	Methodology: Counting the number of people receiving the campaign on local political party's networks and channels. Risks: Complexes to count the number of people who receive the campaign within the political parties.

Output 2: Training strategy for female politicians and community leaders with tools for political leadership and battle against political violence, public and financial management, strategies for recognizing and addressing political violence, political communication in campaigns.	<p>2.1 Designed training toolbox that will contemplate, at least, the following topics: (1) leadership battle against political violence, (2) political communication, (3) negotiation and construction of agreements, (4) preparation and local government plans, (5) elaboration and management of municipal budgets, (6) electoral regulations, (7) regulations related to the exercise of municipal offices, (8) public policies based on human rights and sustainable development goals, (9) gender equality and women's human rights, (10) risk management and climate change. These tools will be built with a pedagogical mediation that allows their acceptability, affordability and practical application.</p>	<p>TSE INAMU</p>	<p>0</p>	<p>2019</p>	<p>1</p>	<p>1</p>	<p>Methodology: working sessions to elaborate the contents of each of the toolbox contents.</p> <p>Risks: Delay in the elaboration of the toolbox contents.</p>
	<p>2.2 In-person trainings implemented in 10 cantons for female politicians and community leaders who participate in the electoral process or whose leadership offers opportunities to establish community mechanisms for auditing and citizen oversight of local government.</p>	<p>TSE INAMU</p>	<p>0</p>	<p>2019</p>	<p>1</p>	<p>1</p>	<p>Methodology: work sessions to technically support TSE and INAMU trainings, create a strategy to select 10 cantons and development of the training sessions.</p> <p>Risks: Lack of interest or real limitations of female politicians and community leaders to attend the trainings.</p>
	<p>2.3 Self-managed online educational platform created and operated, with pedagogical advice to strengthen the technical capacities of female politicians and community leaders.</p>	<p>TSE INAMU</p>	<p>0</p>	<p>2019</p>	<p>1</p>	<p>1</p>	<p>Methodology: Compiled materials into a creative, accessible and friendly online platform.</p> <p>Risks: Delay in platform generation times and content loading.</p>

Output 3: Women's political leadership route in local elections to identify lessons learned, good practices and recommendations as well as scalability and replicability in other contexts as a strategy to improve women's long-term political participation conditions.	3.1 Designed and implemented a strategy to identify and monitor certain leaderships of women with particular characteristics (place of residence, age, ethnicity, experience, economic resources, education, political party, ideology, among other aspects).	TSE INAMU	0	2019	1	1	Methodology: Identification of women with unique leadership skills, meetings with them for the informed consent signature. Risks: Difficulty in identifying the most opportune female politicians.
	3.2 Collected and systematized information that provides life stories of women's political leaderships and their battle against political violence.	TSE INAMU	0	2019	1	1	Methodology: sessions for the implementation of semi-structured interviews. Risks: Time constraints of selected female politicians
	3.3 Final document with the route for the process of local political participation from the point of view of the protagonists.	TSE INAMU	0	2020	1	1	Methodology: Consolidation of the systematization results, hiring of a creative designer and diagramming of the document. Risks: Delays in the document's creative designs.
	3.4. Technical document on the analysis of the local political participation of women during the municipal elections of 2020, which collects details of quantitative and qualitative experience, as well as recommendations for women's political processes at the municipal level for subsequent elections.	TSE INAMU	0	2020	1	1	Methodology: Technical work sessions to systematize and analyze each step of the process, drafting of the technical document. Risks: Delays in the time for writing the document.

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:
[Note: monitoring and evaluation plans should be adapted to project context, as needed]

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Collect and analyze data regarding the progress that has been made, compared to the result indicators that appear in the Results and Resources Framework (RRF) in order to assess the project's progress achieving the agreed outputs.	Every two months	Project management will analyze any delays that affect the expected progress of the project.	TSE/IFED-INAMU-PNUD	
Monitor and Manage Risk	Identify specific risks that may compromise the achievement of the expected results. Identify and monitor risk management measures through a risk register. This includes monitoring measures and plans that may have been required under UNDP's Social and Environmental Standards. Audits will be conducted in accordance with the UNDP audit policy for financial risk management.	Quarterly	Project management will identify the risks and take measures to control them. An active record will be maintained to monitor the identified risks and the measures taken.	TSE/IFED-INAMU-PNUD	
Learn	Knowledge, good practices and lessons learned from other projects and partners in the implementation will be periodically collected and integrated into the present project.	At least once per year	The project team will capture the relevant lessons that will be used to make well-informed management decisions.	TSE/IFED-INAMU-PNUD	
Annual Project Quality Assurance	The quality of the project will be assessed in accordance with UNDP quality standards in order to identify its strengths and weaknesses and inform management in order to support decision making that facilitate the relevant improvements.	Annual	La gerencia del proyecto revisará las fortalezas y debilidades que se utilizarán para la toma de decisiones informadas a fin de mejorar el desempeño del proyecto	TSE/IFED-INAMU-PNUD	

Review and Make Course Corrections	Internal data review and evidence from all monitoring actions to ensure informed decision making.	At least once per year	The Project Steering Committee will discuss the performance, risk, lesson and quality data that will be used to correct the course of action.	TSE/IFED-INAMU-UNDP	
Project Report	A Project Report will be presented to the Steering Committee and to the key stakeholders, this will include data on the progress that has been made reflecting the results achieved in accordance with the pre-defined annual goals regarding the products, an annual summary on the project's quality rating, an updated risk register, mitigation measures, and any evaluation or review report prepared during the period.	Annually and at the end of the project	A final report will be prepared reflecting the project's results, products developed, and that includes lessons learned.	TSE/IFED-INAMU-UNDP	
Project Review (Project Board)	The project governance mechanism (that is, the Project Steering Committee) will conduct periodic project reviews to evaluate its performance and review the Multi-Year Work Plan, in order to ensure realistic budgeting during the life of the project.	At least once per year	The Project Steering Committee will discuss any concerns regarding quality or a slower than expected progress and will agree on management measures to address the issues identified.	TSE/IFED-INAMU-UNDP	

Evaluation Plan³

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	TSE/IFED-INAMU-PNUD	2.2.2 Constitutions/elections/Parliament: Constitution-making, electoral and parliamentary processes and institutions strengthened to	Output 2.4. Public management improved through the implementation	February, 2020	NA	\$10.000 UNDP

³ Optional, if needed

		<p>promote inclusion, transparency and accountability</p> <p>3.3.2 Peaceful, Just and Inclusive Societies: Gender-responsive and risk informed mechanisms supported to build consensus, improve social dialogue and promote peaceful, just and inclusive societies.</p>	<p>of results-based planning and budgeting with rights and gender-equality approach</p> <p>Indicator 2.4.1. Number of mechanisms institutionalized to improve public management through results and gender-based management and budgeting</p>				
--	--	---	---	--	--	--	--

VII. MULTI-YEAR WORK PLAN ⁴⁵

All anticipated programme and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year	RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1		Funding Source	Budget Description	Amount
Output 1: Information and communication strategy in media and social networks to promote the participation of female politicians and community leaders as well as the equality effect within the political parties. Gender marker: GEN03	1.1 Conceptual framework designed with detailed messages and specific communication channels for communities, political parties, women in political careers and community leaders.	\$29.000	TSE INAMU			
	1.2 Final campaign disseminated in networks and media.	\$42.000	TSE INAMU			
	MONITORING	\$8.000				
	Sub-Total for Output 1					\$79.000

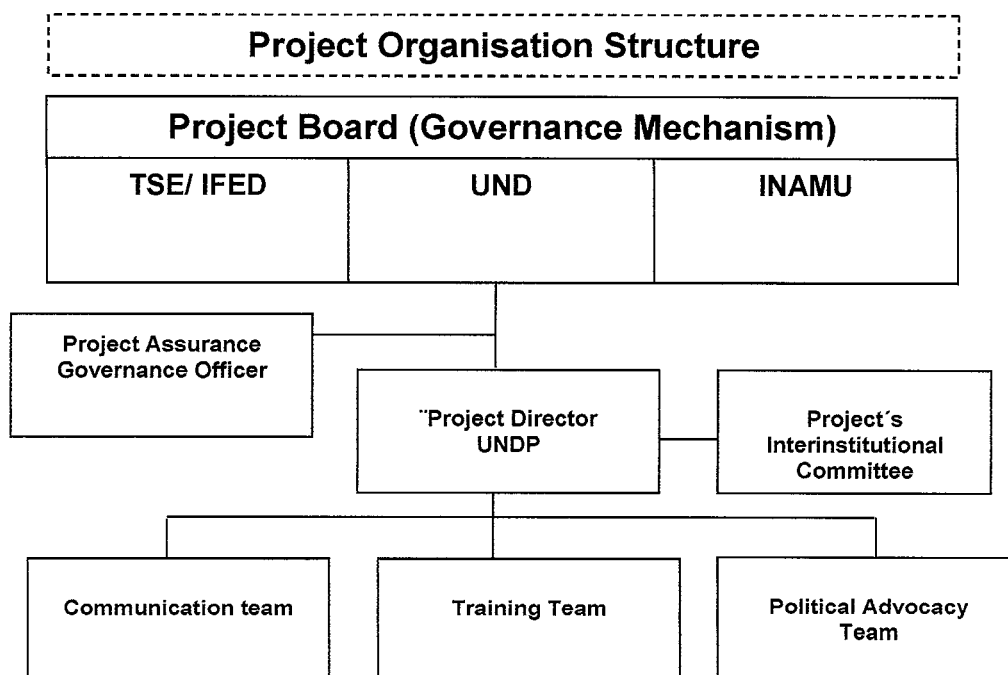
⁴ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁵ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

Output 2: Training strategy for female politicians and community leaders with tools for political leadership, public and financial management, strategies to recognize and address political violence, political communication in campaigns. <i>Gender marker: GEN03</i>	2.1 Designed training toolbox that will contemplate, at least, the following topics: (1) leadership, (2) political communication, (3) negotiation and construction of agreements, (4) preparation of local government plans, (5) elaboration and management of municipal budgets, (6) electoral regulations, (7) regulations related to the exercise of municipal offices, (8) public policies based on human rights and sustainable development goals, (9) gender equality and women's human rights, (10) risk management and climate change. These tools will be built with a pedagogical mediation that allows their acceptability, affordability and practical application.	\$44.000	TSE INAMU			
	2.2 In-person trainings implemented in 10 cantons for female politicians and community leaders who participate in the electoral process or whose leadership skills offer opportunities to establish community mechanisms for auditing and citizen oversight of local government.	\$47.000	TSE INAMU			
	2.3 Self-managed online educational platform created and operated, with pedagogical advice to strengthen the technical capacities of female politicians and community leaders.	\$32.000	TSE INAMU			
	MONITORING	\$10.000				
	Sub-Total for Output 2					\$133.000
Output 3: Women's political leadership route in local elections to identify learning, good practices and recommendations as well as the possibility of scalability and replicability in other contexts as a strategy to improve the conditions of women's political participation in the long term. <i>Gender marker: GEN03</i>	3.1 Designed and implemented identification and monitoring strategy of certain leaderships of women with particular characteristics (place of residence, age, ethnicity, experience, economic resources, education, political party, ideology, among other aspects)	\$19.000	TSE INAMU			
	3.2 Collected and systematized information that provides life stories of women's political leaderships.	\$17.000	TSE INAMU			
	3.3 Final document with the route of the process of local political participation from the point of view of the protagonists.	\$11.000	TSE INAMU			

	3.4. Technical document on the analysis of the local political participation of women during the municipal elections of 2020, which collects details of quantitative and qualitative experience, as well as recommendations for women's political processes at the municipal level for subsequent elections.	\$15.000	TSE INAMU			
	MONITORING	\$10.000				
	Sub-Total for Output 3					\$72.000
Evaluation (as relevant)	EVALUATION	\$16.000				
General Management Support						\$300.000
TOTAL						

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The implementing partners are the Supreme Electoral Tribunal and the National Women's Institute. This is a Direct Implementation Project (DIM), for which UNDP assumes administrative management responsibilities.

Steering Committee

The Project will have a Steering Committee integrated by the Executive President of the National Women's Institute, the Executive Director of the Institute for Education and Studies in Democracy (IFED) and UNDP Resident Representative, or whoever they designate, who will be responsible for making management decisions, guidance and recommendations on the Project's strategic issues.

Project Guarantor

UNDP designates the Human Development and Democratic Governance Officer as the Project Guarantor with the responsibility for supporting the work of the Steering Committee and ensuring proper administration and completion of the appropriate stages of Project management.

Project Inter-Institutional Committee

The Committee is responsible for the day-to-day management and decision-making, on behalf of the Steering Committee and within the restrictions established by said Committee. The main responsibility of the Committee is to ensure that the Project produces the results specified in the Project Document, with the required levels of quality and within the specified time and cost constraints. As a Direct Implementation Project (DIM), the Project's national director is the UNDP Resident Representative. The Deputy Director will be UNDP Assistant Resident Representative.

The responsibilities of the National Directorate include:

- Ensure the compliance of the Project's objectives and products as established in this Project Document (PRODOC).
- Encourage the coordination of the participating institutions.
- Carry out the coordination of other actions that guarantee the Project's success.
- Review administrative procedures, approve or disapprove payment requests and send them to UNDP.
- At the end of the Project, it should be responsible for transferring the Project's inventory in accordance to UNDP procedures.
- Periodically evaluate the fulfillment of the Project's objectives.
- Periodically evaluate the Project staff.
- Elaborate a detailed Work Plan at the beginning of the Project's execution and follow up its compliance.
- Define the terms of reference of the consultancies and according to the criteria provided by UNDP, request their hiring.
- Coordinate all the Project related activities and ensure that expected outputs are delivered on time and in compliance with UNDP criteria and requirements.

- Carry out, in coordination with UNDP, the administrative and financial processes required by the Project.
- Prepare payment requests and the corresponding procedure at UNDP.
- Prepare and coordinate the reports required in the Project.

UNDP Role

UNDP will contribute to the Project's achievement of objectives by making available resources such as:

- a. Technical support for the achievement of the objectives foreseen by the Project.
- b. Logistical support for the organization and execution of the Project's different activities.
- c. Access to global and regional experience that UNDP has developed in this area in other countries.
- d. Project support through the Service Centre (UNDP)
- e. Technical advice on priority issues, such as human development and gender equality and equity.

The service centre focuses on UNDP projects and programmes in Costa Rica and guarantees efficiency, transparency and quality in their management. Among the center's services are:

Fund Administration

This category includes accompaniment in the processes of programming, planning, administration of funds and monitoring of financial and budgetary execution. All of these aspects are aimed at facilitating decision making processes. For the provision of this service, UNDP offers its accumulated experience in the management of development projects by providing advice through the work team of the Service Centre. UNDP will also produce periodic financial reports as indicated in the scoping detail.

Procurement Services

Gather the activities that allow the achievement of the necessary inputs to accomplish the Project's objectives and goals, whether these are works, goods or consulting services, in a timely and efficient manner. This includes services such as review of the Procurement Plan, review of terms of reference or technical specifications, evaluation of proposals and bids, recommendation of order of merit of bids and contracting, among others.

Contracts

Linked to the monitoring of contracts, which ensures that the result obtained is compared with what was identified and described in the previous planning phases. On the basis of systems, aspects such as bank guarantees, delivery of products / goods, disbursements, payments, amendments to contracts, among others, are monitored.

Strengthening of the Project's capacities

It is ensured through three modalities that take into account the gender perspective and the human development approach: (a) the formal and traditional training when requested by the Project, (b) the transfer of knowledge of best practices that comes from the extensive knowledge network of UNDP worldwide, and the support from SURF and (c) the team learning of solving everyday experiences present throughout the Project.

Role of the National Institute for Women and the Institute for Education and Studies in Democracy

On the part of the National Women's Institute, the representation on the Project's Steering Committee will be through its Executive President or whoever she designates. On the part of the Institute for Education and Studies in Democracy the representation will be through its General Director or whoever he designates. Both institutions have extensive experience and a legal mandate for the promotion of women's political participation, including the development of awareness-raising campaigns, the development of teaching materials and processes for the development of leadership and political management skills. They have been partners of UNDP in other opportunities with important results for human development, human rights and the promotion of the Development Agenda 2030 in Costa Rica. Both institutions will contribute, from their role, experience and technical teams, to the implementation of the project.

Operating and Administration Costs

ISS - Implementation Support Services (Direct Support Costs)

These costs represent the Project's direct costs in which UNDP will incur for the delivery of the services described above through contracting and assignment of:

1. Procurement and contracting services.
2. Processing of payment requests and payment issuance.
3. The Project's budgetary, accounting and financial monitoring, in accordance with UNDP procedures.
4. Staff support from the UNDP Services Center for Project Activities.
5. Monitoring visits and general follow-up of Project's activities.
6. At the Project's request, support planning seminars, workshops or events to train personnel.
7. Management of travel formalities.
8. The ISS is attached to the this Project's document on Annex 3 corresponds to the Universal Price List (UPL) in effect at the time of the transaction.

Explain the roles and responsibilities of the parties involved in governing and managing the project. While an example diagram is below, it is not required to follow this diagram exactly. A project can be jointly governed with other projects, for example, through a national steering sub-committee linked to Results Groups under the UNDG Standard Operating Procedures for countries adopting the Delivering as One approach.

Minimum requirements for a project's governance arrangements include stakeholder representation (i.e., UNDP, national partners, beneficiary representatives, donors, etc.) with authority to make decisions regarding the project. Describe how target groups will be engaged in decision making for the project, to ensure their voice and participation. The project's management arrangements must include, at minimum, a project manager and project assurance that advises the project governance mechanism. This section should specify the minimum frequency the governance mechanism will convene (i.e., at least annually.)

IX. LEGAL CONTEXT

This document shall be the instrument referred to in Article 1 of the Basic Agreement between the Government of Costa Rica and UNDP signed between the Government of Costa Rica and the United Nations Development Programme (UNDP) on August 7th, 1973, by means of Law No. 5878 of January 12th, 1976. For the purposes of the Basic Assistance Agreement, the national executing agency will be MINAE.

Modificación Procedure

This Project Document (PRODOC) may only be modified by prior agreement of the parties, which must be expressed in writing. The following types of revisions to this document may be made with the signature of the UNDP Resident Representative, provided that the Representative has the assurance that the other signatories of the document have no objection to the proposed changes:

- Revisions of any of the document annexes or additional to them.
- Budgetary revisions that do not imply significant changes in the immediate objectives, results or activities, but that are due to a redistribution of the already agreed inputs or to the increases in expenses due to inflation.

The signatories accept the recruitment -within the country- of the professional staff necessary for the implementation of this programme, in accordance with the UNDP policy and procedures established for this purpose. These services are an addition to the regular staff resources provided by the national institutions and will be available for the duration the participation of UNDP in the programme.

The selection of the personnel and their remuneration will be established in each case by mutual agreement and in no case will it exceed the remuneration prevailing for comparable functions in the country nor that applicable in the United Nations System.

The audit report should be sent to the National Women's Institute, the Institute for Education and Studies in Democracy, UNDP and the UNDP Audit Office in New York.

Termination

Once the project has carried out all its activities and the expected outputs and outcomes have been achieved, it will be closed. The maximum duration of this project, in which all actions are expected to have been completed, is 12 months.

The project will be operationally closed upon completion of all activities and confirmation that all results and products have been received with complete satisfaction. This means that:

The last consultant finished his contract and delivered his final report;

The administrative staff of the project terminated their contract;
The last company ended its contract and fulfilled it;
The last piece of equipment has been transferred by UNDP.
The last budget revision was signed prior to the final revision.

A project is financially closed when:

It's operationally closed;

At least one audit has been carried out during the life of the project by UNDP.

The latest Cost Detail Report (CDR) has been duly signed by the competent authorities, the year after it was declared operationally closed.

UNDP has closed the project accounts;

The UNDP Resident Representative has signed the final revision of the project's budget.

Project Resolution

The parties may terminate the relationship at any time due to rescission, opportunity, convenience or demonstrated breach of the parties.

Any claim or controversy related to the interpretation or implementation of this project document, which cannot be resolved by direct negotiation, shall be settled under the Arbitration Rules of the United Nations Commission on International Trade Law (UNCITRAL), which are currently in force. The parties shall recognize any compensation awarded as a result of said arbitration, as well as the final decision on such controversy or claim.

The Implementing Partner agrees to make every effort to ensure that the funds received by UNDP under this Project Document are not used to benefit individuals or entities related to terrorism and that the administrators and/or beneficiaries of such funds are not listed by the United Nations Security Council Committee under Resolution 1267 of 1999. The list is published on the web page <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm> This provision must be included in all subcontracts and agreements signed within the framework of the Project Document.

*[NOTE: Please choose **one** of the following options, as applicable. Delete all other options from the document]*

Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by [name of entity] ("Implementing Partner") 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.

Option b. Where the country has NOT signed the Standard Basic Assistance Agreement (SBAA)

The project document shall be the instrument envisaged and defined in the Supplemental Provisions to the Project Document, attached hereto and forming an integral part hereof, as “the Project Document”.

This project will be implemented by [name of entity] (“Implementing Partner”) 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.

Option c. For Global and Regional Projects

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 SBAA’s 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 [name of entity] (“Implementing Partner”) 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.

X. RISK MANAGEMENT

- UNDP as an Implementing Partner will comply with United Nations Security Management System (UNSMS) policies, procedures and practices.
- UNDP agrees to make all reasonable efforts to ensure that none of the [project funds]⁶ [UNDP funds received under the Project Document]⁷ are used to provide assistance to persons or entities associated with terrorism, and that recipients of funds provided by UNDP under this project are not listed by the Security Council Committee established pursuant Resolution 1267 of 1999. This list is available at http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml This provision should be included in all subcontracts and subagreements signed within the framework of this Project Document.
- In accordance with UNDP Policies and Procedures for Operations and Programmes, social and environmental sustainability will be strengthened through the application of

⁶Text to be used when UNDP is the Implementing Partner.

⁷ Text to be used when the Implementing Partner is United Nations, a United Nations Fund/Program or a specialized agency.

UNDP Social and Environmental Standards (<http://www.PNUD.org/secu-srm>) and the Accountability Mechanism (<http://www.PNUD.org/ses>)

- Both the National Women's Institute and the Institute for Education and Studies in Democracy will conduct project and program-related activities in accordance with UNDP Environmental Standards; (b) implement the management or mitigation plan to bring the project or program into compliance with those standards; and (c) participate in a constructive and timely manner to address any concerns or complaints raised through the Accountability Mechanism. UNDP will ensure that agencies and other stakeholders are properly informed of and have access to the Accountability Mechanism.
- All signatories of the Project Document will collaborate in good faith in exercises to assess programme or project commitments or compliance with UNDP Social and Environmental Standards. This includes access to project sites, relevant personnel, information and documentation.

*[NOTE: Please choose **one** of the following options that corresponds to the implementation modality of the Project. Delete all other options.]*

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[for the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (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.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner 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.
8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner 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.
9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', 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 the Implementing Partner to find a solution.
10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. *Choose one of the three following options:*

Option 1: UNDP shall be entitled to a refund from the Implementing Partner 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 Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Option 2: The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of this Project Document, may seek recourse to the Implementing Partner 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.

Option 3: UNDP shall be entitled to a refund from the Implementing Partner 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 Implementing Partner under this or any other agreement.

Where such funds have not been refunded to UNDP, the Implementing Partner 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 the Implementing Partner 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.

12. Each contract issued by the Implementing Partner 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 the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

Option b. UNDP (DIM)

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]⁸ [UNDP funds received pursuant to the Project Document]⁹ 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-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

⁸ To be used where UNDP is the Implementing Partner

⁹ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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. Choose one of the three following options:

Option 1: 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 this 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. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Option 2: Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the 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.

Option 3: 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 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.

Option c. CSO/NGO/Non-UN or other IGO with no signed SBEEA with UNDP

1. Consistent with the Article III of the SBAA *[for the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document and the Project Cooperation Agreement between UNDP and the Implementing Partner¹⁰.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (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.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using the UNDP funds. The Implementing Partner 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.
8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner

¹⁰ Use bracketed text only when IP is an NGO/IGO

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.

9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP programmes and projects. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', 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 the Implementing Partner to find a solution.
10. The Implementing Partner will promptly inform UNDP in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. *Choose one of the three following options:*

Option 1: UNDP shall be entitled to a refund from the Implementing Partner 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 this Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Option 2: The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to the Implementing Partner 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.

Option 3: UNDP shall be entitled to a refund from the Implementing Partner 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 Implementing Partner under this or any other agreement.

Where such funds have not been refunded to UNDP, the Implementing Partner 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 the Implementing Partner 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 the Implementing Partner, responsible parties, subcontractors and sub-recipients.

12. Each contract issued by the Implementing Partner 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 the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management Standard Clauses" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

Option d. UN Agency other than UNDP, and IGO with signed SBEAA with UNDP

1. [Name of UN Agency/IGO] as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. [Name of UN Agency/IGO] as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient that is not a UN entity:
 - a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of [Name of UN Agency/IGO]'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. [Name of UN Agency/IGO] 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.
3. [Name of UN Agency/IGO] agrees to undertake all reasonable efforts to ensure that none of the [project funds]¹¹ [UNDP funds received pursuant to the Project Document]¹² 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.

¹¹ To be used where UNDP is the Implementing Partner

¹² To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (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.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. The Implementing Partner 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.
8. *[This text should be included when the Implementing Partner is a non-UN IGO: The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner 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.]*
9. *[This text should be included when the Implementing Partner is a non-UN IGO: In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects or programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', 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 the Implementing Partner to find a solution.]*
10. The Implementing Partner and UNDP will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. *Choose one of the three following options:*

Option 1: UNDP shall be entitled to a refund from the Implementing Partner 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 this Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Option 2: The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to the Implementing Partner 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.

Option 3: UNDP shall be entitled to a refund from the Implementing Partner 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 Implementing Partner under this or any other agreement.

Where such funds have not been refunded to UNDP, the Implementing Partner 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 the Implementing Partner 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.

12. Each contract issued by the Implementing Partner 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 the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management Standard Clauses" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Template** [\[English\]](#)[\[French\]](#)[\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant.
(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).
- 3. Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions
- 4. Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
- 5. Project Board Terms of Reference and TORs of key management positions**

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

- 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.

*Note: Management Action must be taken for a score of 1

EFFICIENT

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.

Yes

(Note: Evidence of at least one measure must be provided to answer yes for this question)

15. Is the budget justified and supported with valid estimates?

- 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.
- 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.
- 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation?

- 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)
- 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.
- 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.

*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.

EFFECTIVE

17. Have targeted groups been engaged in the design of the project?

- 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)

- **2:** Some evidence that key targeted groups have been consulted in the design of the project.
- **1:** No evidence of engagement with targeted groups during project design.

18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?

Yes

19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.

Yes. The gender marker for all project outputs are scored at GEN3

*Note: Management Action or strong management justification must be given for a score of "no"

SUSTAINABILITY & NATIONAL OWNERSHIP

20. Have national/regional/global partners led, or proactively engaged in, the design of the project?

- **3:** National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP.
- **2:** The project has been developed by UNDP in close consultation with national/regional/global partners.
- **1:** The project has been developed by UNDP with limited or no engagement with national partners.

21. Are key institutions and systems identified, and is there a strategy for strengthening specific/comprehensive capacities based on capacity assessments conducted?

- **3:** The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.
- **2:** A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.
- **1:** Capacity assessments have not been carried out.

22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.) to the extent possible?

Yes

23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?

Yes

2. Social and Environmental Screening Template

Información del Proyecto	
1. Nombre del Proyecto	Fostering women's political participation at the local level
2. Proyecto Número	00112963
Ubicación (Global/Región /País)	COSTA RICA

Parte A. Integración de Principios Generales para Fortalecer la Sostenibilidad Social y Ambiental

PREGUNTA 1: ¿Cómo integra el Proyecto los Principios Generales para Fortalecer la Sostenibilidad Social y Ambiental?
<i>Describa brevemente en el espacio debajo cómo el Proyecto integra el enfoque basado en los derechos humanos</i>
El proyecto promueve que la paridad cuantitativa que establece la ley y se cumple nominalmente por parte de los partidos políticos, se transforme en un verdadero mecanismos de igualdad, mediante el cual las mujeres tengan la oportunidad real de liderar los procesos político electorales, construir y proponer al electorado planes de gobierno local alineados al cumplimiento de los derechos humanos y a la Agenda 2030, incluyendo el fortalecimiento de oportunidades para lograr fortalecer la autonomía física, política y patrimonial de las mujeres. Esto con el fin de acortar brechas y superar asimetrías con los hombres, lo cual constituyen aún un desafío para el mejoramiento de la calidad de la democracia costarricense y las oportunidades de desarrollo humano y bienestar de todas las personas..
<i>Describa brevemente en el espacio debajo cómo el Proyecto puede mejorar la igualdad de género y el empoderamiento de las mujeres</i>
El enfoque principal del proyecto es el empoderamiento político de las mujeres a través de su participación política y el desarrollo y aplicación de normas y políticas públicas dirigidas a garantizar la igualdad de derechos entre hombres y mujeres.
<i>Describa brevemente en el espacio debajo de cómo el proyecto incluye la sostenibilidad ambiental</i>
El Proyecto impulsará la conservación y sostenibilidad ambiental a través de la eliminación del papel y otros materiales contaminantes utilizada para la impresión, al automatizar los proceso y estimular el uso de medios digitales para el registro, lectura, revisión, investigación y seguimiento de expedientes y otros documentos. Además, la incidencia política del proyecto promoverá la implementación integral de la Agenda 2030 a nivel local incluyendo todas las acciones relativas a la sostenibilidad ambiental.

Parte B. Identificación y Manejo de Riesgos Sociales y Ambientales (SESP)

<p>PREGUNTA 2: ¿Cuáles son los potenciales riesgos sociales y ambientales? Nota: Describa brevemente los posibles riesgos sociales y ambientales identificados en el Adjunto 1 - Lista de verificación de detección de riesgos (basada en cualquier respuesta "Si").</p> <p>PREGUNTA 3: ¿Cuál es el nivel de importancia de los posibles riesgos sociales y ambientales? Nota: Responda a las preguntas 4 y 5 a continuación antes de proceder a la pregunta 6</p> <p>PREGUNTA 6: ¿Qué medidas sociales, ambientales y de gestión se han llevado a cabo o se requieren para abordar los riesgos potenciales (para Riesgos con Moderada y Alta Importancia)?</p>				
<i>Descripción del Riesgo</i>	<i>Impacto y Probabilidad (1-5)</i>	<i>Importancia (Bajo, Moderada, Alto)</i>	<i>Comentarios</i>	<i>Descripción de las medidas de evaluación y gestión reflejadas en el diseño del proyecto. Si se requiere ESIA o SESA, tenga en cuenta que la evaluación debe considerar todos los impactos y riesgos potenciales.</i>
Riesgo 1: Los garantes de derechos podrían no tener la capacidad de cumplir sus obligaciones con el proyecto	I = 3 P = 1	Moderada	Las instituciones públicas involucradas y que tienen responsabilidades de provisión de apoyo a las comunidades podrían no responder a las necesidades que identifica el Proyecto	El Proyecto impulsa y fortalece la participación activa de estructuras de coordinación interinstitucionales en el desarrollo de sus actividades. Además, promueve que los resultados y compromisos resultantes queden anclados en la lógica de planificación nacional.
Riesgo 2: algunas de las actividades propuestas para el proyecto se encuentran dentro de hábitats críticos y/o zonas ambientalmente sensibles o sus alrededores, incluidas áreas protegidas legalmente (por ejemplo, reservas naturales, parques nacionales), zonas cuya protección ha sido propuesta o áreas reconocidas como tal por fuentes validadas y/o pueblos indígenas o comunidades locales	I = 1 P = 1	Baja	Hay intervención indirecta en zonas ambientalmente sensibles.	Ya que todas las actividades del Proyecto son de sensibilización, consulta, planificación y capacitación, ninguna tendrá incidencia directa sobre las zonas protegidas. El Proyecto promueve que las propuestas resultantes sean ambientalmente sostenibles y no apoyará ninguna actividad que pudiera poner en riesgo la integridad de las áreas protegidas
Riesgo 3: posibles resultados del proyecto sensibles o vulnerables a posibles impactos del cambio climático	I = 2 P = 2	Mínima	No se anticipa que las actividades del proyecto tengan esos impactos	El Proyecto promueve que todas las actividades contemplen visiones y compromisos dirigidas a fortalecer las capacidades de adaptación y resiliencia ante el cambio

				climático.
Riesgo 4: el proyecto puede ser sensible a terremotos, subsidencia, deslizamientos de tierra, erosión, inundaciones o condiciones climáticas extremas o podría redundar en una mayor vulnerabilidad a ellos	I = 2 P = 2	Mínima	No se anticipan esas sensibilidades	El proyecto promueve que las propuestas resultantes del proceso de planificación, contemplen medidas para la reducción de la vulnerabilidad tanto de la población como de las iniciativas que se emprendan. De hecho, se desarrolla con un abordaje de adaptación al cambio climático y gestión del riesgo de desastres
Riesgo 5: Pueblos indígenas en el área del proyecto (incluida el área de influencia del proyecto)	I = 1 P = 1	Baja	Puede haber incidencia en pueblos indígenas	El proyecto promueve un abordaje intercultural, respetuoso de las diferencias y acorde a las normas de los derechos humanos.
Riesgo 6: Probabilidad de que el proyecto o partes de él se ubiquen en tierras y territorios reivindicados por pueblos indígenas	I = 1 P = 1	Baja	No existe esa probabilidad.	Hay claridad sobre la naturaleza y estatus de la región de influencia del proyecto y no hay riesgos en esta materia
PREGUNTA 4: ¿Cuál es la clasificación general del riesgo del proyecto?				
Seleccione una (ver <u>SESP</u> para orientación)			Comentarios	
<i>Riesgo Bajo</i>				
<i>Riesgo Moderado</i>			X	
<i>Riesgo Alto</i>			<input type="checkbox"/>	
PREGUNTA 5: Con base en los riesgos identificados y la categorización del riesgo, ¿qué requisitos del SES son relevantes?				
Señale todos los que apliquen			Comentarios	
<i>Principio 1: Derechos Humanos</i>		X	El Proyecto debe hacer especial énfasis en derechos humanos ya que trabaja con una población históricamente discriminada, especialmente la que vive en condiciones de exclusión y pobreza. Las acciones que se desarrollan deben contribuir a interrumpir el ciclo de marginación	
<i>Principio 2: Equidad de Género y Empoderamiento de las Mujeres</i>		X	Las mujeres sufren particulares formas de marginalidad por la prevalencia de normas culturales que tienen manifestaciones en las relaciones cotidianas, los servicios institucionales y las mismas normas jurídicas. El proyecto tiene como principal enfoque contribuir de manera significativa a superar esas desigualdades y disparidades que	

			lesionan los derechos de las mujeres y contradicen los principios democráticos.
	1. Conservación de la Biodiversidad y Manejo de Recursos Naturales	X	Garantizar que todas las propuestas resultantes del Proyecto tengan componentes de sostenibilidad ambiental y respeto a la biodiversidad
	2. Mitigación y Adaptación al cambio Climático	X	Garantizar que todas las propuestas resultantes del Proyecto tengan incluyan medidas de adaptación al cambio climático en sus estrategias de implementación.
	3. Salud, Seguridad y Condiciones de Trabajo de la comunidad	X	El proyecto se enfoca en acompañar procesos de discusión política que deriven en la plantificación toma de decisiones a nivel local para mejorar la condiciones de vida de la población especialmente en áreas como mejoras en el accesos y calidad a servicios de salud, mejora en la caldidad de la convivencia, la prevención de la violencia y la seguridad, el trabajo digno en la comunidad.
	4. Herencia Cultural	<input checked="" type="checkbox"/> X	El Proyecto promoverá el respeto y rescta de la herencia cultural. .
	5. Desplazamiento y reasentamiento	<input type="checkbox"/>	
	6. Pueblos Indígenas	<input type="checkbox"/>	
	7. Prevención de la Contaminación y Eficiencia de los Recursos	<input checked="" type="checkbox"/> X	El Proyecto se enfoca en soluciones que tienden a la utilización sostenible de los recursos naturales.

Final Sign Off

Signature	Date	Description
	25/01/2019	Randall Brenes Suárez Oficial de Desarrollo Humano y Gobernabilidad Democrática PNUD – Costa Rica
QA Approver	25/01/2019	Kryssia Brade Oficial a Cargo, PNUD Costa Rica
PAC Chair		El PNUD es el presidente del PAC. En algunos casos, el Presidente del PAC también puede ser el Aprobador de Control de Calidad. La firma final confirma que el SESP fue considerado como parte de la evaluación del proyecto y considerado en las recomendaciones del PAC.

--	--	--

Anexo 2.1. Lista de verificación de Riesgos sociales y ambientales

Lista de verificación de Riesgos sociales y ambientales potenciales	
Principio 1: Derechos Humanos	Respuesta (Si/No)
1. ¿Puede el proyecto conducir a impactos adversos relativos al disfrute de los derechos humanos (civiles, políticos, económicos, sociales o culturales) de la población afectada y particularmente de los grupos marginados?	No
2. ¿Hay alguna probabilidad de que el proyecto tenga efectos adversos en materia de desigualdad o discriminación para las poblaciones afectadas, particularmente de las personas que viven en pobreza o grupos o individuos marginados o excluidos? ¹⁵	No
3. ¿Es posible que el proyecto restrinja la disponibilidad, la calidad y el acceso a los recursos o servicios básicos, en particular para los grupos o individuos marginados?	No
4. ¿Existe alguna probabilidad de que el proyecto excluya a posibles actores claves afectados, en particular a grupos marginados, de participar plenamente en decisiones que los afectan?	No
5. ¿Existen medidas o mecanismos para responder a las quejas de la comunidad local?	Si
6. ¿Hay algún riesgo de que los garantes de derechos no tengan la capacidad necesaria para cumplir con sus obligaciones en este proyecto?	No
7. ¿Hay algún riesgo de que los titulares de los derechos no tengan la capacidad de reivindicar sus derechos?	No
8. Habiendo tenido la oportunidad de hacerlo, ¿las comunidades o individuos locales han planteado inquietudes en materia de derechos humanos con respecto al proyecto durante el proceso de involucramiento de los actores claves?	No
9. ¿Hay algún riesgo de que el proyecto agrave conflictos o genere violencia entre comunidades e individuos afectados?	No
Principio 2: Igualdad de género y empoderamiento de la mujer	Respuesta (Si/No)
10. ¿Existe alguna probabilidad de que el proyecto que se propone tenga impactos adversos sobre la igualdad de género y/o la situación de mujeres y niñas?	No
11. ¿Potencialmente, el proyecto podría reproducir situaciones de discriminación contra la mujer sobre la base de su género, especialmente con respecto a la participación en el diseño y la implementación y acceso a oportunidades y beneficios?	No
12. ¿Los grupos/líderes mujeres han planteado inquietudes en materia de igualdad de género en relación con el proyecto durante el proceso de involucramiento de los actores claves y estas se han incorporado en la propuesta general del proyecto y en la evaluación de los riesgos?	No
13. ¿Limitará el proyecto la habilidad de las mujeres de usar, desarrollar y proteger los recursos naturales, tomando en cuenta los distintos roles y posiciones de hombres y mujeres en el acceso a bienes y servicios ambientales? Por ejemplo, las actividades podrían desembocar en la degradación o agotamiento de los recursos naturales en comunidades que dependen de estos recursos para su sustento y bienestar.	No
14. ¿Existe alguna probabilidad de que el proyecto que se propone tenga impactos adversos sobre la	No

¹⁵ No se admite la discriminación por razones de raza, etnia, género, edad, idioma, discapacidad, orientación sexual, religión, opinión política o de otro tipo, origen nacional, social o geográfico, propiedad, nacimiento u otro estado, incluido como indígena o miembro de una minoría. Se entiende que las referencias a "mujeres y hombres" u otros similares incluyen a hombres y mujeres, niños y niñas, y otros grupos discriminados sobre la base de su identidad de género, como personas transgénero o transexuales.

igualdad de género y/o la situación de mujeres y niñas?	
Principio 3: Sostenibilidad ambiental: Las preguntas referidas al diagnóstico de los riesgos ambientales se incluyen en las preguntas relacionadas con el estándar específico a continuación	
Estándar 1: Conservación de la biodiversidad y gestión sostenible de los recursos naturales	Respuesta (Si/No)
1. ¿Podría el proyecto afectar adversamente los hábitats (por ejemplo, hábitats modificados, naturales y críticos) y/o en los ecosistemas o los servicios que estos prestan? <i>Por ejemplo, a través de la pérdida, la conversión, la degradación o la fragmentación de los hábitats y los cambios hidrológicos.</i>	No
2. ¿Se encuentran algunas de las actividades propuestas para el proyecto dentro de hábitats críticos y/o zonas ambientalmente sensibles o sus alrededores, incluidas áreas protegidas legalmente (por ejemplo, reservas naturales, parques nacionales), zonas cuya protección ha sido propuesta o áreas reconocidas como tal por fuentes validadas y/o pueblos indígenas o comunidades locales?	No
3. ¿Involucra el proyecto cambios en el uso del suelo y los recursos que podrían afectar adversamente los hábitats, los ecosistemas y/o los medios de sustento? (Nota: Si se deben aplicar restricciones y/o limitaciones de acceso a las tierras, vea el Estándar 5).	No
4. ¿Las actividades del proyecto plantean riesgos para especies en peligro de extinción?	No
5. ¿El proyecto plantea el riesgo de introducción de especies exóticas invasivas?	No
6. ¿Involucra el proyecto la cosecha de bosques naturales, desarrollo de plantaciones o reforestación?	No
7. ¿Involucra el proyecto la producción y/o cosecha de poblaciones de peces u otras especies acuáticas?	No
8. ¿Involucra el proyecto la extracción, el desvío o la acumulación significativa de aguas superficiales o subterráneas? <i>Por ejemplo, construcción de represas, embalses, desarrollo de cuencas fluviales, extracción de aguas subterráneas.</i>	No
9. ¿Involucra el proyecto el uso de recurso genéticos (es decir, recolección y/o cosecha, desarrollo comercial)?	No
10. ¿Plantea el proyecto preocupaciones ambientales transfronterizas o mundiales potencialmente adversas?	No
11. ¿Redundará el proyecto en actividades de desarrollo secundarias o relevantes que podrían desembocar en efectos sociales y ambientales adversos, o generará impactos acumulativos con otras actividades actuales o que se están planificando en la zona? <i>Por ejemplo, un camino nuevo a través de zonas forestadas producirá impactos sociales y ambientales adversos directos (entre otros, tala forestal, movimientos de tierra, posible reubicación de habitantes). El camino nuevo también puede facilitar la usurpación de terrenos de parte de colonos ilegales o propiciar la instalación de recintos comerciales no planificados a lo largo de la ruta, incluso en zonas potencialmente sensibles. Se trata de impactos indirectos, secundarios o inducidos que se deben considerar. Además, si se planifican actividades similares en la misma área forestada, deben considerarse los impactos acumulativos de múltiples actividades (incluso si no forman parte del mismo proyecto).</i>	No
Estándar 2: Mitigación y adaptación al cambio climático	Respuesta (Si/No)
1. ¿El proyecto que se propone producirá emisiones considerables ¹⁶ de gases de efecto invernadero o agravará el cambio climático?	No
2. ¿Los posibles resultados del proyecto serán sensibles o vulnerables a posibles impactos del cambio climático?	No

¹⁶ Respecto del CO₂, "emisiones considerables" significan en general más de 25.000 toneladas por año (de fuentes directas e indirectas). [La Nota orientativa sobre mitigación y adaptación al cambio climático provee información adicional sobre emisiones de GEI].

3. ¿Es probable que el proyecto que se propone aumente directa o indirectamente la vulnerabilidad social y ambiental al cambio climático ahora o en el futuro (conocidas también como prácticas inadaptadas)? <i>Por ejemplo, los cambios en la planificación del uso del suelo pueden estimular la urbanización ulterior de terrenos inundables, posiblemente aumentando la vulnerabilidad de la población al cambio climático, especialmente a las inundaciones</i>	No
Estándar 3: Seguridad y salud de la comunidad y condiciones laborales	Respuesta (Si/No)
3.1. ¿Algunos elementos de la construcción, la operación o el desmantelamiento del proyecto implicaría posibles riesgos para la comunidad local en materia de seguridad?	No
3.2 ¿El proyecto plantea posibles riesgos para la salud y la seguridad de la comunidad debido al transporte, el almacenamiento, el uso y/o la disposición de materiales peligrosos (por ejemplo, explosivos, combustibles y otros productos químicos durante la construcción y la operación)?	No
4. ¿El proyecto involucra obras de infraestructura a gran escala (por ejemplo, embalses, caminos, edificios)?	No
5. ¿Las fallas de componentes estructurales del proyecto plantean riesgos para la comunidad (por ejemplo, el colapso de edificios o infraestructura)?	No
6. ¿Será el proyecto que se propone sensible a terremotos, subsidencia, deslizamientos de tierra, erosión, inundaciones o condiciones climáticas extremas o redundará en una mayor vulnerabilidad a ellos?	No
7. ¿El proyecto redundará en un aumento de los riesgos sanitarios (por ejemplo, enfermedades transmitidas por el agua u otros vectores o infecciones contagiosas como el VIH/Sida)?	No
8. ¿El proyecto plantea posibles riesgos y vulnerabilidades relacionados con la y la seguridad salud ocupacional debido a peligros físicos, químicos, biológicos y radiológicos durante las fases de construcción, operación y desmantelamiento?	No
9. ¿El proyecto apoya empleos o medios de sustento que pueden contravenir normas laborales nacionales e internacionales (como principios y normas de convenios fundamentales de la OIT)?	No
10. ¿Comprende el proyecto personal de seguridad que puede plantear un posible riesgo para la salud y la seguridad de las comunidades y/o individuos (por ejemplo, debido	No
Estándar 4: Patrimonio cultural	Respuesta (Si/No)
11. ¿Resultará el proyecto que se propone en intervenciones que podrían afectar negativamente sitios, estructuras u objetos de valor histórico, cultural, artístico, tradicional o religioso o patrimonio cultural intangible (por ejemplo, conocimientos, innovaciones, prácticas)? <i>(Nota: Los proyectos destinados a proteger y conservar el Patrimonio cultural también pueden tener impactos adversos inesperados).</i>	No
12. ¿Propone el proyecto el uso de formas tangibles y/o intangibles de patrimonio cultural para fines comerciales u otros?	No
Estándar 5: Desplazamiento y reasentamiento	Respuesta (Si/No)
5.1 ¿Involucra el proyecto desplazamiento físico total o parcial y transitorio o permanente?	No
5.2 ¿Existe alguna posibilidad de que el proyecto derive en desplazamiento económico (por ejemplo, pérdida de activos o acceso a recursos debido a la adquisición o restricciones de acceso a la tierra, incluso sin que exista reubicación física)?	No
5.3 ¿Existe el riesgo de que el proyecto provoque desalojos forzados?	No
5.4 ¿Existe alguna posibilidad de que el proyecto que se propone afecte sistemas de tenencia de la tierra y/o derechos comunitarios a la propiedad/ derechos consuetudinarios a la tierra, los territorios y/o los recursos?	No
Estándar 6: Pueblos indígenas	Respuesta (Si/No)

13. ¿Hay pueblos indígenas en el área del proyecto (incluida el área de influencia del proyecto)?	Si
6.2 ¿Existe la probabilidad de que el proyecto o partes de él se ubiquen en tierras y territorios reivindicados por pueblos indígenas?	Si
14. ¿Podría el proyecto que se propone afectar los derechos humanos, las tierras, los recursos naturales, los territorios y los medios de subsistencia tradicionales de pueblos indígenas (independientemente de si dichos pueblos tienen títulos de propiedad legales sobre dichos terrenos, ya sea que el proyecto esté localizado dentro o fuera de las tierras y territorios habitados por las personas afectadas o que los pueblos indígenas sean reconocidos como tales por el país en cuestión)? Si la respuesta a la pregunta de diagnóstico 6.3 es “sí”, los posibles impactos del riesgo se consideran potencialmente graves y/o críticos y el proyecto se clasificaría como de riesgo moderado o alto.	No
15. ¿Han faltado consultas culturalmente apropiadas destinadas a conseguir el consentimiento previo, libre e informado sobre temas que podrían afectar los derechos e intereses, las tierras, los recursos, los territorios y los medios de subsistencia tradicionales de los pueblos indígenas involucrados?	No
16. ¿Implica el proyecto que se propone el uso y/o el desarrollo comercial de recursos naturales en tierras y territorios reivindicados por pueblos indígenas?	No
17. ¿Existe la posibilidad de que se produzcan desalojos forzados o el desplazamiento económico o físico total o parcial de pueblos indígenas, incluido a través de restricciones de acceso a tierras, territorios y recursos?	No
18. ¿Afectará el proyecto negativamente las prioridades de desarrollo de los pueblos indígenas, tal y como ellos las definen?	No
19. ¿Podría el proyecto afectar las formas de vida tradicionales y la supervivencia física y cultural de los pueblos indígenas?	No
20. ¿Podría el proyecto afectar el patrimonio cultural de los pueblos indígenas, incluido a través de la comercialización o uso de sus conocimientos y prácticas tradicionales?	No
Estándar 7: Prevención de la contaminación y uso eficiente de los recursos	Respuesta (Si/No)
21. ¿Podría el proyecto redundar en la emisión de contaminantes al medioambiente debido a circunstancias rutinarias y no rutinarias, con el potencial de causar impactos adversos locales, regionales y/o transfronterizos?	No
22. ¿Podría el proyecto que se propone redundar en la generación de desechos (tanto peligrosos como no peligrosos)?	No
23. ¿Podría el proyecto que se propone involucrar la fabricación, comercialización, liberación y/o uso de productos químicos y/o materiales peligrosos? ¿Propone el proyecto el uso de productos o materiales químicos prohibidos internacionalmente o sujetos a procesos de eliminación gradual? Por ejemplo, DDT, PCB y otros productos químicos que están incluidos en convenios internacionales como el Convenio de Estocolmo sobre Contaminantes Orgánicos Persistentes y o el Protocolo de Montreal.	No
24. ¿Involucra el proyecto que se propone la aplicación de pesticidas que pueden tener efectos negativos sobre el medioambiente o la salud humana?	No
25. ¿Incluye el proyecto actividades que requieran el consumo de cantidades considerables de materias primas, energía y/o agua?	No

Anexo 3: Análisis de Riesgo

MATRIZ DE REGISTRO DE RIESGOS

Nombre del Proyecto: Fostering women's political participation at the local level		Award ID: 00112963	Fecha: 25 de enero de 2019
---	--	--------------------	----------------------------

#	Descripción	Fecha identificado	Tipo	Impacto y probabilidad	Mitigación / Acciones de Gestión	Encargado	Actualización hecha por	Última actualización	Estado
1	Posibilidades de un desastre o emergencia de grandes proporciones en la zona del proyecto	Diciembre 2018	Ambiental	No se prevén impactos en esta materia 1 (bajo) - 5 (alto) Probabilidad = 1 Impacto = 1	Coordinación con: Comisión Nacional de Prevención de Riesgos y Emergencias Comités de Emergencia Municipales/	Coordinador del Proyecto	Randall Brenes	Enero 2019	Inicial
2	Los fondos destinados por PNUD no son suficientes para financiar todas las actividades previstas en el proyecto	Enero 2019	Financiero	Baja P = 1 I = 1	Previsión presupuestar de gastos posibles por parte del PNUD	Coordinador del Proyecto	Randall Brenes	Enero 2019	Inicial
3	Ausencia de confianza en partidos políticos y comunidades para involucrarse en el proyecto	Octubre 2018	Operativo	Reducida participación de vecino de comunidades prioritarias P = 2 I = 5	Estrategia información, sensibilización, identificación de actores clave, asociaciones con actores	Coordinador del Proyecto	Randall Brenes	Enero 2019	Inicial

de capacitación				virtuales, requieren de accesibilidad a la Internet P = 2 1 = 4	considerará las capacidades actuales de la población meta, especialmente el uso generalizado de dispositivos móviles.				
Insuficiente difusión del proyecto entre posibles beneficiarios, especialmente entre el electoral	Enero 2018	Estratégico	Se pone en peligro el alcance del proyecto por limitaciones en los canales de difusión P = 1 1 = 5	En la experiencia del PNUD se han identificado buenas prácticas y experiencias exitosas de difusión e información que combinan diversos medios y canales, de acuerdo a las características de los segmentos poblacionales y las regiones del país. Sin embargo, deberá actualizarse la información respecto al uso de medios por parte de la población. .	Coordinador del Proyecto	Randall Brenes	Enero 2018	Inicial	
7									