

UNITED NATIONS DEVELOPMENT PROGRAMME

**PROJECT DOCUMENT****Regional Project****Project Title:** Polish-UNDP Partnership: Innovative Solutions for the SDGs**Project Number:** TBD**Implementing Partner:** UNDP Istanbul Regional Hub for Europe and the CIS**Start Date:** 1 May 2021**End Date:** 30 September 2022**LPAC date:** 14-26 April 2021**Brief Description**

Project Output: Polish expertise and innovative solutions for Sustainable Development Goals in partner countries are available and applied in a sustainable manner.

The main goal of the Polish-UNDP Partnership: Innovative Solutions for the SDGs (hereinafter: PUP or Project) is to bring Polish expertise and innovative solutions for Sustainable Development Goals (hereafter: SDGs) to partner countries.

The Project will address development challenges identified as key by the UNDP Country Offices in the selected Polish Aid partner countries. At the same time, due to the wide range of development challenges being addressed by UNDP Country Offices, PUP will focus on areas where Poland has substantive expertise and can offer added value and innovative solutions. As such, PUP priorities will be aligned as much as possible with the priorities of the Polish ODA in partner countries and its "Multiannual Development Cooperation Programme for 2021-2030 – Solidarity for Development".

The two components of the Project will include:

1. **Polish Challenge Fund:** The Project aims to provide inclusive scalable solutions for the identified development problems, applicable at the country and sub-regional level.
2. **Knowledge Management:** The Project aims to achieve positive spill overs by collecting knowledge and making it widely available across the region.

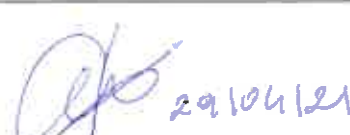

RP OUTCOME 2: Addressing poverty and inequalities through more inclusive and sustainable development pathways

Output 2.3. Enabling environment strengthened through diverse partnerships to expand opportunities for public and private sector, including alternative financing for the achievement of the SDGs

Indicative Output(s) with gender marker: GEN 1

Total resources required:	USD equivalent of PLN 2,000.000 (US\$510,000 at the time of project document preparation)	
	UNDP TRAC:	n/a
	Donor:	Republic of Poland
	Government:	
	In-Kind:	n/a
Unfunded:	n/a	

Agreed by:

Ministry of Foreign Affairs of the Republic of Poland	UNDP
 Marek Kuberski Acting Director, Development Cooperation Department, Ministry of Foreign Affairs of the Republic of Poland Date:	 Agi Veres Deputy Regional Director, UNDP Regional Bureau for Europe and the CIS Date: 28-Apr-2021

I. DEVELOPMENT CHALLENGE

Official Development Assistance of Poland

The *Polish Aid* Programme, coordinated by the Ministry of Foreign Affairs of Republic of Poland, is the main tool used for Polish development cooperation. In January, 2021, Poland adopted new “*Multiannual Development Cooperation Programme for 2021-2030 – Solidarity for Development*”¹. The new Programme is closely aligned with the UN 2030 Agenda for Sustainable Development, and its priorities are based on Sustainable Development Goals. Programme’s thematic priorities focus in particular on: SDG 16 (Peace, justice and strong institutions), SDG 4 (Quality Education), SDG 8 (Decent work and economic growth), SDG 10 (Reduced inequalities), SDG 3 (Good health and well-being), SDG 6 (Clean water and sanitation), SDG 11 (Sustainable cities and communities) and SDG 13 (Climate action). Geographical scope of the *Polish Aid* covers selected priority countries of the Eastern Partnership, Middle East, North Africa, and Sub-Saharan Africa region. *Polish Aid* will designate up to 10 priority countries, which will be included in annual Development Cooperation Plans (for 2021 and beyond), and will be reviewed twice, due to possible socio-political changes in the world (2024 and 2027).

Relative to its gross national income (GNI), Poland’s official development assistance (ODA) has remained largely stable over the past four years, after a substantial increase in 2016 due to higher contributions to the European Union (EU). The largest proportion of Poland’s ODA is provided as core contributions to the multilateral system, particularly to the EU institutions. Poland has also started efforts to leverage its ODA funding to mobilize partnerships with the private sector in support of development cooperation. In line with the “*Multiannual Development Cooperation Programme for 2021-2030 – Solidarity for Development*”, Poland will strive to achieve the 0.33% ODA target in 2030.

The 2019 OECD-DAC mid-term review of Polish development cooperation praised Poland for improving its cross-government coordination on loans and scholarships, two important components of the country’s ODA.² By extending the scope of engagement in development cooperation with the private sector, based on the *Polish-UNDP Partnership: Innovative Solutions for the SDGs Project*, Poland will broaden the outreach and engage with non-traditional partners in its selected priority countries.

The Polish–UNDP Partnership

Over the last 20 years, UNDP has become the partner of choice for new and emerging donors in Europe and Central Asia, having worked with a wide range of countries, including the Czech Republic, Kazakhstan, Slovakia, Romania, Russia, and Turkey. During this time, UNDP has been helping donors deliver their aid more effectively, in stronger cooperation with other partners, and in better alignment with their partners’ needs and priorities on the ground.

The **Polish-UNDP Partnership** started in 1990, when the UNDP Poland Country Office was established. Until 2008, the Country Office remained operational focusing on national development priorities. Between 2010 and 2013 UNDP project implementation office in Warsaw delivered the Social Innovation in Europe and the CIS Programme, followed by Poland’s contribution to the Project: “*Promoting entrepreneurship among the conflict-affected population of Ukraine*”³ in 2015.

In December 2019, **Initiation Plan** for the Project “*Polish Challenge Fund – Engaging Polish Companies and Research Institutes in Development Cooperation*”⁴ was signed. The aim of the Project was to test the Challenge Fund model for Poland as a new modality for development cooperation and monitor its results with a view to scale up the solutions. As per the definition of Initiation Plans, if successful, the initiative would be followed by a full-scale development project. Based on this experience, partners are willing to continue this engagement under **Polish-UNDP Partnership (PUP): Innovative Solutions for the SDGs Project**.

For Poland, implementing this Project represents an opportunity to enrich its wide-ranging and significant bi-lateral cooperation with new modalities of cooperation. Focusing on projects strengthening the efficiency and impact of Poland’s development cooperation can support its role as a multilateral development player, while also generating additional visibility for Poland’s role in international cooperation. Engaging with the private sector in generating inclusive development solutions increases the chance of scaling up, while also increasing the market outreach and exposure of Polish companies.

¹ <https://www.gov.pl/web/polishaid/programming>

² <https://www.oecd-ilibrary.org/sites/e3ce3d47-en/index.html?itemId=/content/component/e3ce3d47-en>

³ <https://open.undp.org/projects/00102396>

⁴ <https://open.undp.org/projects/00123851>

Priorities of Cooperation

The development landscape in Europe and the Commonwealth of Independent States (ECIS) is changing. Thirteen of the Istanbul Regional Hub's (IRH) Programme countries now score very high or high in Human Development Index (HDI)⁵. Yet, **many development challenges persist**, including considerable poverty levels, income and non-income inequalities, exclusion of marginalized groups, gender inequalities and gender-based discrimination, unequal access to public services, slow progress in democratic governance reforms, increased migrant and refugee flows or persistence of violent extremism.

The global **COVID-19 pandemic** is the defining global health crisis since its emergence in Asia in late 2019. The outbreak has the potential to create devastating social, economic, and political effects that will leave deep and longstanding scars in all the countries facing the pandemic. Women were disproportionately affected by job losses and the poverty that results.

The Polish-UNDP Partnership: Innovative Solutions for the SDGs Project will focus on 2-3 selected *Polish Aid* priority countries and themes, to be agreed by the Project Board before opening Calls for Proposals, based on consultations with the Polish Ministry of Foreign Affairs, Polish Embassies on the ground and respective UNDP Regional Hubs and Country Offices (Ukraine and Republic of Belarus were selected as the priority countries of the Initiation Plan.).

All *Polish Aid* priority countries need to attract socially and environmentally sound investments that could solve concrete development problems and assure sustainability. The UNDP Regional Programme stresses the **need to engage more strategically with the private sector** within the 'Addis Ababa Action Agenda'⁶ that calls for investments with positive development impact. Given the dynamism of the technology and innovation sector in Poland, a special focus will be placed on private sector entities and universities/research institutes that provide tech market-ready solutions which can address such development challenges.

II. STRATEGY

The Polish-UNDP Partnership: Innovative Solutions for the SDGs Project will address **development challenges** identified as key by the UNDP Country Offices in the selected **partner countries**. At the same time, due to the wide range of development challenges being addressed by UNDP Country Offices, Polish-UNDP Partnership: Innovative Solutions for the SDGs Project will focus on areas where Poland has substantive expertise and can offer added value and innovative solutions. As such, the Polish-UNDP Partnership: Innovative Solutions for the SDGs priorities will be aligned as much as possible with the priorities of the Polish ODA in the partner countries and its "*Multiannual Development Cooperation Programme for 2021-2030 – Solidarity for Development*". It will focus on the following thematic areas:

- Peace, justice and strong institutions (SDG 16)
- Quality education (SDG 4)
- Decent work and economic growth (SDG 8)
- Reduced inequalities (SDG 10)
- Good health and well-being (SDG 3)
- Sustainable cities and communities (SDG 11)
- Climate action (SDG 13)

In addition to the above thematic areas, there will be a major focus on ensuring the equality of genders and improving the position of women and girls. As stated in the "*Multiannual Development Cooperation Programme for 2021-2030 – Solidarity for Development*", there is no doubt that ensuring the equality of genders can considerably contribute to stimulating growth, thereby ending poverty, and to reinforce stability and build peace in regions affected by conflict.

The specific and actual development challenges to be addressed through two project components (see below) will be **identified by the UNDP IRH, UNDP Country Offices, Polish MFA and Polish Embassies**, in close consultations with partners in the beneficiary countries. This will allow the Project to create synergies and identify and address problems where Polish expertise and know-how is available and offers the best solutions, contributing to Component 2 of the Project.

⁵ <http://hdr.undp.org/en/content/human-development-index-hdi>

⁶ <https://www.un.org/esa/ffd/ffd3/wp-content/uploads/sites/2/2015/07/DESA-Briefing-Note-Addis-Action-Agenda.pdf>

Project Objective and Outcomes

Project Objective and Outcomes:

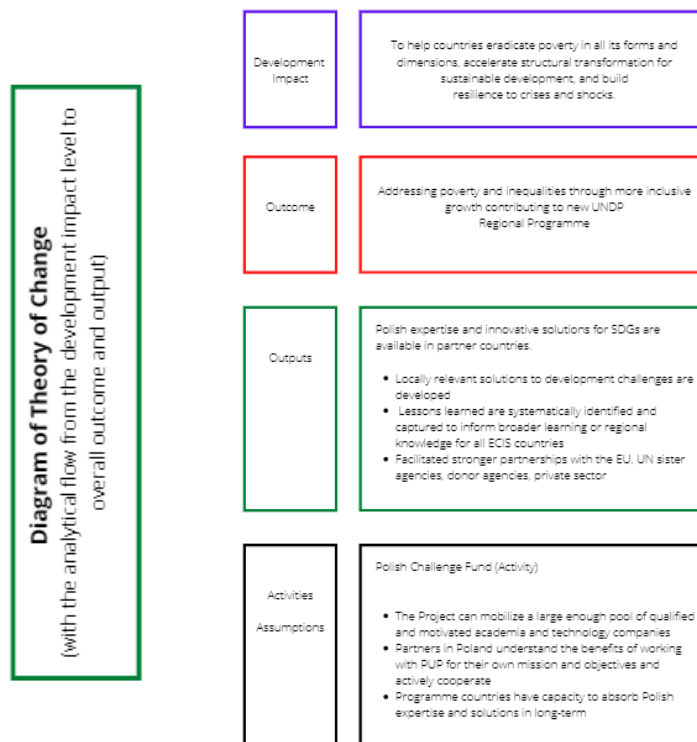
A theory of change is applied in the Project to ensure the analytical flow from the development impact level (overall outcome), to project level results (output) and planned interventions (activities). A theory of change diagram is provided below, presenting the analytical flow from the development impact level, to project level results and planned interventions/activities. This linkage can also be seen in the Results and Resources Framework.

As opportunities for developing innovative solutions are made available (by the Polish Government and through deployment of Polish expertise/experience) to address the challenges faced by partner countries, then these solutions can be implemented and tested for further scaling up.

The partner countries benefit from effective and efficient provision of the Polish assistance in advancing their efforts towards sustainable development reducing inequalities, building on Polish know-how and expertise, stimulating the inclusion of a wider range of partners, especially the private sector.

Local partners – local governments and municipalities, expert groups and trade unions, universities, etc. – will get the knowledge and skills and *benefit directly* from the intervention. Inhabitants of countries and selected regions will *benefit indirectly*, as a consequence of implemented policies, regulations and technologies. This is based on the assumption that Polish expertise and solutions provided by the innovators will be relevant for the targeted countries and groups of beneficiaries, taking into consideration tailored solutions for different categories i.e. women, youth, etc.

Process of learning and knowledge sharing will be discussed and aligned with the activities of other stakeholders, especially the entities and experts engaged under the Czech and Slovak Challenge Funds to ensure the coherence and avoid overlaps in the projects' efforts.



To achieve this objective, this Project is built around two main components:

- i. **Component 1 – Polish Challenge Fund:** The Project aims to provide scalable solutions for the identified development problems, applicable at the country and sub-regional level. The Polish Challenge Fund will tap into innovative Polish solutions coming from the private sector, universities and research centres taking into consideration initiatives to reduce existing inequalities. PUP Project Manager in cooperation with UNDP Country Offices and representatives of Polish bilateral ODA and Polish Embassies in priority countries, will: 1) identify development challenges, 2) prepare specific

thematic windows focusing on reducing inequalities and 3) announce Calls for Proposals. Details of the Component 1 are presented in Section III below.

- ii. **Component 2 – Knowledge Management:** The Project aims to achieve positive spill-overs by collecting knowledge and making it widely available across the region. PUP will apply a Knowledge Management strategy to ensure that its knowledge transfer activities contribute to achieving broader outcomes and make impact for both genders. During the project duration, the PUP Project Manager will collect, validate, document and make available know-how, best practices, lessons learned, and all other important information produced and collected during project initiatives throughout the entire duration of the Project, disaggregated by gender. Details of the Component 2 are presented in Section III below.

The Project is linked to the Outcome 2 of the 2018–2021 UNDP’s Regional Programme Document for Europe and the CIS⁷, namely Addressing poverty and inequalities through more inclusive and sustainable development pathways” and more specifically, to the **Output 2.3 “Enabling environment strengthened through diverse partnerships to expand opportunities for public and private sector, including alternative financing for the achievement of the SDGs”**, including through support to new and emerging development cooperation providers.

The Project also reflects the assessment of the development landscape and approach to partnerships outlined in **UNDP’s Strategic Plan 2018–2021**, which highlights UNDP’s integrator role, as “*development challenges [become] increasingly complex, requiring ever greater collaboration across sectors and partners to deliver impact at scale and to utilize limited resources efficiently*”.⁸

The Project will address the priorities of the Country Offices and will support women/men-owned private sector entities and academia (universities and research centres) establish partnerships in the respective priority country, to identify the challenges for both genders and co-design solutions with the women/men beneficiaries, to respond to the identified challenges. This will both help private sector exposure in the country and will provide a good entry point for potential scaling up with the partners of the Country Office.

Selection of priority countries will be aligned to the programme objectives that the project is contributing to (RP outcome and output) and will take place before the preparation of the call for proposals to the Polish Challenge Fund – and it will be based on the analysis of the ongoing intervention and urgent needs, and mutual strategical discussion with inputs from Polish Embassies and UNDP Country Offices. This will allow to create synergies between the Polish ODA and programmes of UNDP, and at the same time to open the possibility to quickly response on the emerging or prevailing challenges from gender perspective (i.e. mitigate the negative effects of pandemic etc.). Selection of countries will be approved by the Project Board.

Innovation and economic growth in the Central and Eastern European countries (CEE) is based on the attempt to create new or improved products or processes by the private sector – and on the knowledge from high educated specialists at the leading excellence research institutions and their spin-offs. For these reasons, private sector and academia are the primary source of knowledge transfer of Polish know-how and innovative solutions.

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

The proposed solutions need to respond to the challenges faced by both genders and to have a potential for **commercial sustainability and scale up** in the partner country and a broader region. They must be available for sharing, replicable and must built on technologies or methodologies that are adaptable to various contexts and will contribute to reduce gender and other inequalities

The awardees will be required to **engage with local partners (CSO/NGOs or the private sector or national women led machineries)** to assure viability, sustainability, and transfer of know-how as “innovation is a process of co-creation among various partners”. The awardees will be expected to contribute with a minimum of 20% co-financing, which will be counted and monitored as private sector and academia investment in support of SDGs.

⁷ UNDP Regional Programme for Europe and the CIS for 2018–2021: <http://undocs.org/DP/RPD/REC/4>

⁸ <https://strategicplan.undp.org/>

III. RESULTS AND PARTNERSHIPS

Expected Results

COMPONENT 1 – POLISH CHALLENGE FUND

What is a Challenge Fund? Starting with the 1990s several donors, including DFID, Australian Aid, Canadian Aid, USAid, SIDA and others have run several models of challenge funds, addressed to national or local companies and/or NGOs and/or academia. Newer donors, including Central and Eastern European countries, are recently joining such traditional donors in seeking the interest of private companies to contribute to development. The Czech Republic has recently launched its first Challenge Fund in partnership with UNDP, and Slovakia has followed suit with a similar tailored programme.

In general, donors invest in challenge funds *for several reasons including:*

- Engaging more partners – and especially commercial ones - in international development, in a way that does not distort local markets.
- Stimulating innovation among various partners (governmental/local, private sector, including start-ups, academia etc.) working together.
- Generating sustainable, commercially viable solutions to development challenges in the communities they target through their ODA efforts.
- Leveraging development cooperation public funds with private financial and non-financial resources.

This component aims to facilitate the transfer of the Polish know-how and innovative solutions that are relevant and useful for the partner country, as a means for development cooperation. These solutions and know-how would address development problems identified by the UNDP Country Offices and identified in the Guidelines for Call for Proposals. **Innovative solutions** must directly result in specific outputs and contribute to agreed results and outcomes of UNDP Country Programmes through a gender lens and human right based approach.

The proposed innovative solutions need to have a potential for **commercial sustainability and scale-up** in the partner country and a broader region. They must be available for sharing with a wide range of women and men actors, should be replicable and must build on technologies or methodologies that are adaptable to various contexts. The intellectual property rights of solicited ideas and/or solutions remain with UNDP.

The eligible applicants include private sector entities and academia (universities, research centres) that can transfer Polish know-how and solutions. The awardees will be required to engage local partners to assure viability, sustainability, and transfer of know-how as “*innovation is a process of co-creation among various partners*”⁹.

The activities and deliverables supported will primarily include:

- a) **Feasibility studies/Proofs of Concepts:** to plan the testing of the proposed solutions and/or to be able to tailor-make them, feasibility studies/Proofs of Concepts can be conducted by the winners of the Call for Proposals. For solutions when the intellectual concept behind an innovation is field-tested to gain an early, ‘real-world’ assessment of its potential. (The Awardee is also expected to identify potential financial partners from the public/private sectors, international financial institutions, donors etc. that could finance the implementation of the solution and scaling up.)
- b) **Solutions implementation:** in case feasibility of the solutions has been tested, proved feasible and the partners identified, the awardees can receive support for the implementation of their ideas. For innovations that have demonstrated small-scale success develop their model and attract partners to help fill gaps in their capacity to scale.

The PUP will provide funding up to US\$40,000 per initiative for maximum of 12 months, which means that around 4–6 initiatives per call for proposals will be supported. The applicants are expected to contribute with a **minimum of 20% co-financing**, which will count for the private sector’s investment in support of SDGs. The implementation period could take between 6 and 12 months and will be defined separately for each Call for Proposals.

PROCESS

Before the launch of the Call for Proposals to the Polish Challenge Fund, UNDP IRH will approach the respective Country Offices with a request to define **broader thematic/sectoral windows and more specific challenges** with the aim to cover cross-industry approach that should be complementary to sectoral priorities of the Polish ODA in the country. It is the responsibility of the Country Offices to consult the initiatives with final beneficiaries prior to submitting the proposals.

Polish-UNDP Partnership: Innovative Solutions for the SDGs Program specialists and Polish MFA will review the proposals and propose amendments if needed. The final version of the thematic windows and more specific challenges to be addressed will be submitted to the Project Board of the Polish-UNDP Partnership: Innovative Solutions for the SDGs and will be **the basis for the Call for Proposals for the applicants**.

At all stages of the process, a special effort will be made to engage and reach out to female business owners and entrepreneurs on the one hand, and to address the challenges faced by women at the local level and among beneficiaries of the selected initiatives, on the other. This will cover 1) the Call for Proposals design process (while ensuring the needs of the target group identified) and 2) the implementation of the scheme, increasing the outreach of the Call for Proposals. The Project team will ensure and monitor this process.

Selection of the initiatives funded through the Challenge Funds will be managed by the Polish-UNDP Partnership in close coordination with relevant IRH units in line with UNDP rules and regulations. The Challenge Fund will be **announced at least once a year for all selected priority countries at the same time**. The awareness raising campaign about this component will be the responsibility of the Polish-UNDP Partnership: Innovative Solutions for the SDGs Project Manager who will cooperate with partners in Poland.

COMPONENT 2 – KNOWLEDGE MANAGEMENT

The ability to mobilize knowledge and know-how and feed it into resolving specific development objectives is central to the success of the Project. It will apply a Knowledge Management (KM) strategy to ensure that its knowledge transfer activities contribute to achieving broader outcomes and create impact, as well as to achieve positive spillovers by collecting knowledge and making it widely available.

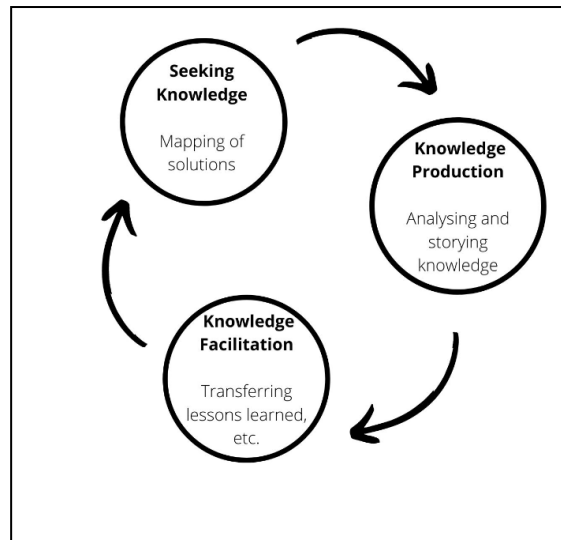
During the project duration, the project team will collect, validate, document, and make available know-how, best practices, lessons learned, and all other important information produced and collected during project initiatives throughout the entire duration of the Project. The Project will also explore different knowledge sharing and development cooperation modalities already implemented within UNDP's engagement with its other partners (e.g. expert exchange, UNV, etc).

At the same time, Polish expertise will be actively promoted among UNDP Country Offices and all potential partners in the region in topics beyond the Challenge Fund. Women-led businesses will be invited to join other UNDP initiatives, i.e. STEM4ALL Platform¹⁰ – to share their particular experience and knowledge in the region and help with their scale-up.

PROCESS

PUP Knowledge Management Strategy will capture Polish expertise and innovative solutions, making the information available and facilitate its transfer. PUP knowledge management will have three main steps: **(I) Mobilizing and collecting knowledge (on already tested and possible future solutions and approaches to addressed challenges, to be scaled and replicated on a regional and sub-regional level); (II) Analysing, documenting, and storing knowledge; (III) Transferring knowledge.**

¹⁰ <https://stem4all.eurasia.undp.org/>



For implementing the KM strategy, project team will oversee the creation of a **user-friendly online platform**, which will host profiles or experts as well as knowledge products elaborated during the implementation of project initiatives. The online platform will be managed by the Project Manager and the content stored on the platform will be used by the *Polish Aid*.¹¹

The following steps will be conducted to promote Polish expertise and innovative solutions:

- Co-organise/actively participate in **at least 2 large high-visibility business gatherings** in Poland (or at the on-line/remote level) and talk about the commercial potential of the SDGs for Polish private companies, universities, and research centres.
- **At least 2 trainings** addressed directly to the Polish business community on the commercial potential of SDGs and the rationale for investing in frontier markets (in partnership with the UNDP Business Call to Action, UN Global Compact, SDGs Accelerator (Denmark), B Corps, and other partners).
- Partner with and organize **at least 5 briefing meeting/training** with the top providers of business acceleration, incubation, and management consulting service providers in Poland on the potential of the SDGs for Polish Companies and build **at least 2 partnerships** with an actor from this group. At least 2 events for women-led businesses and entities will be designed above this efforts.
- Participate in the ODA Capacity building series organized by the IRH Partnerships team to exchange knowledge on various development topics in support of the SDGs.
- Explore ways to engage Polish experts representing both private sector and academia in development projects implemented in the region.

Process is described in detail in the **Knowledge Management Strategy**, attached to the ProDoc as Annex 5.

Resources Required to Achieve the Expected Results

In order to achieve the stated results, the Project will require a budget of approx. US \$510,000 (equivalent of 2 million Polish Zloty).

Given the nature of the Project, **key resources** required to achieve the expected results will mostly consist of payments to experts (like fees, allowances and travel expenses of the Project Manager and the Innovation Specialist for Challenge Funds contractual services to develop a user-friendly online platform for storing and documenting Polish knowledge and to support the dissemination of information on Polish solutions).

UNDP Country Offices are expected to provide local support for transport/interpreter/office space/coordination of partners (when applicable) in the beneficiary country, and to designate a responsible supervisor or contact person for the whole period of implementation of the Project.

The **Multi-Annual Workplan** provides a detailed project budget.

¹¹ The online platform will be set up for further sustainable use after the end of the Project.

As spelled out under “Project Management” section, the substantive oversight for the project outputs will be provided by the Team Leader of the Partnerships Team at UNDP IRH. The UNDP IRH based Project Manager will be **primarily responsible** for Polish-UNDP Partnership: Innovative Solutions for the SDGs Project. S/he will:

- Ensure the daily management of the project activities, including substantive monitoring and evaluation, identification of operational and financial problems, development of solutions.
- Facilitate communication between different project stakeholders.
- Networking with national and international organizations active in the development cooperation field, private sector and academia entities, and beneficiaries with a view to contribute to the implementation, impact and visibility of the projects.
- Ensure appropriate project visibility and promotion.
- Elaborate the required reports on the performance of the Project (more detail provided in the section below on monitoring and evaluation).
- Implements Project Board recommendations with the objective to improve the Projects’ implementation and delivery.

Project Manager will be supported by the Innovation Specialist for Challenge Funds, who will be responsible for support and strategic advice on the implementation of the innovation challenge modality, as well as other necessary activities on the daily basis.

Partnerships

The implementation of the above-mentioned output requires a number of partnerships, among the most important one including the following:

1. **Stakeholders on Donor’s Side:** *The Ministry of Foreign Affairs* will be part of the Project Board and will contribute to strategic decisions on the implementation and design of the Project, while also acting as funding agency; Polish Embassies in the partner beneficiary countries will actively contribute to the design of the projects and will support the monitoring of the initiatives in consultation at all phases of the Project and participating in site visits.
2. **Regional and International partners:** As part of the Partnerships Team at UNDP IRH, the Project can share relevant experiences with similar donors like *MFA of the Czech Republic or the Slovak Republic*, link contributions of the Polish ODA to the efforts of other donors in the region including UNDP. (Coordination between the multiple interventions will be ensured by the Team Leader of the Partnerships Team and supported by the analysis from Innovation Specialist for Challenge Funds.)
3. **UNDP Country Offices:** Project Manager will work closely with UNDP Country Offices who will lead project design and implementation of pilot projects to be funded.

The Project will encourage establishment of various partnerships for the supported projects to build on the existing knowledge base as well as leverage other resources for increased impact.

Risks and Assumptions

During the implementation of the Polish-UNDP Partnership: Innovative Solutions for the SDGs Project, ensuring a **systematic and substantive engagement of all partners** in the project design and planning is essential for maintaining the momentum created by the initiation phase of the partnership.

- **Retention of knowledge and expertise** remains a risk, as staffing on the position of the Project Manager (seconded from the Polish MFA) may be subject to changes, rotations, etc., therefore the Project Manager will be supported by the Innovation Specialist in his work.
- The risk of **political and security instability** in the beneficiary countries is another risk that needs to be addressed jointly by the Project Manager, relevant UNDP Country Offices and Polish Embassies on the ground.

- Considering the ongoing crisis of **COVID-19 pandemic and related measures**, Project Manager needs to monitor the activities closely to take action to implement activities in a timely and secure manner. The Project Manager will flag the Project Board of any foreseen challenges or delays due to these risks.
- The risk of **limited quality service provided by selected partners or negative impact of large scale societal changes (i.e. pandemic)** is limited by the payment per milestone/delivered activities and by close monitoring of used methods and approaches. Possible failures to implementation in the priority countries are mitigated by the request from applicants to prove the previous field testing or demonstrate small-scale success.

Detailed Risk Analysis is attached to the ProDoc as Annex 3.

Stakeholder Engagement

This Project brings together **a wide range of stakeholders** at various points including the Polish MFA, Polish Embassies, UNDP Country Offices, other donors to ensure substantive ownership from both the donor and beneficiary side. This structure also helps a close relationship with final beneficiaries and alignment to the communities' development priorities, as well as potential for scaling up/regional dissemination of best practices.

- **Target Groups:** The target groups in the partner countries will be defined in line with the country and priority topic/challenge. Beneficiaries of the initiatives that will be supported by the Project constitute an important stakeholder group. Their engagement will be ensured by the communication with UNDP Country Offices and Polish Embassies in the PUP priority countries.

Local partners – local governments and municipalities, expert groups and trade unions, universities, etc. – will get the knowledge and skills and *benefit directly* from the intervention.

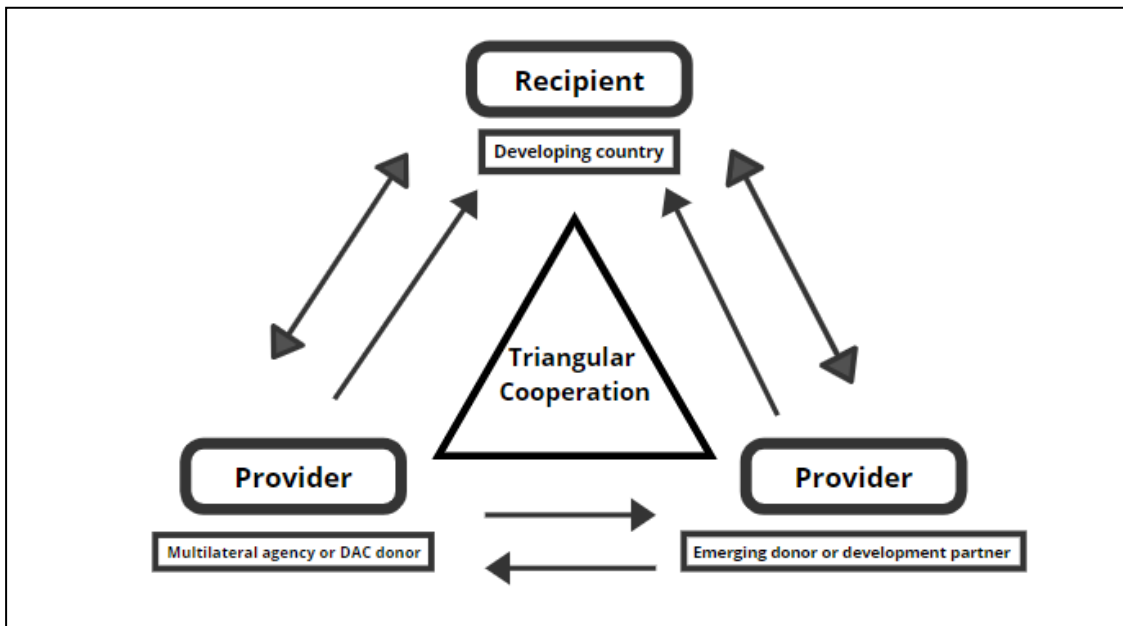
- **Other Potentially Affected Groups:** Inhabitants of countries and selected regions will *benefit indirectly* from the as a consequence of implemented policies, regulations and technologies.

Social and Environmental Standards (SES) and Leave no one behind (LNOB) will be in the core concepts observed from the application of the private sector/academia entity, through the monitoring of the outcomes by the Project Manager or communication with UNDP Country Offices and Polish Embassies.

South-South and Triangular Cooperation (SSC/TrC)

Through Component 1, the Project will contribute to enhanced involvement of the private sector in inter-country knowledge and expertise sharing.

Through Component 2, the Project will contribute to peer-to-peer learning on the best practices in development cooperation among the emerging donors in ECIS region. By definition, the Project is a modality for South-South/East-East cooperation; the knowledge and expertise that rests in Poland is shared with its partner countries through various modalities. Through Component 2, UNDP aims to share the knowledge generated through the Project with other development cooperation providers and actors.



Source: UNDP

Knowledge Management

The Project will produce **various kinds of knowledge products** during the implementation of its activities. These can be for example methodologies, feasibility studies, situation analyses, lessons learned, etc. As per the new Knowledge management strategy, Project will establish a new user-friendly online platform where all the written knowledge products, as well as success stories and lessons learned will be stored.

All documents will be public and frequently shared with all potential partners. The Project will therefore generate knowledge usable and beneficial to other partners.

Knowledge Management Strategy is attached to the ProDoc as Annex 5.

Sustainability and Scaling Up

The proposed priorities, objectives and procedures of the Project are aligned with the overall programmatic framework and planned results of UNDP's 2018–2021 Strategic Plan. On site, the following approach for the general sustainability and scale-up will be implemented:

- The activities to be implemented through this Project will be **complementary to the UNDP Country Offices' portfolio** which includes sizable and long-term projects.
- The sustainability and scale up will be assured also by designing the initiatives in a way that would **create synergies with Polish ODA activities** in beneficiary countries.

For Component 1 – Polish Challenge Fund:

Under the Polish Challenge Fund, the applicants have to explain the potential of scale up and replication of the proposed solution. The applicants will be invited to propose a brief analysis of possible funding/investment options to ensure sustainability, and present potential for commercial sustainability of their solutions. All possible actions will be taken by project to provide for risk-informed solutions within the framework of Project activities. It aims at de-risking project investments and making all project contributions risk-informed, aiming to improve the resilience of the people and territories of project implementation.

For Component 2 – Knowledge Management:

The implementation of the Knowledge Management Strategy is itself based on the possibility of scale up and replication of the supported initiatives, as well as the capacity building and outreach to potential applicants and general strengthening of the Polish ODA environment.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The Project design follows the **cost efficiency principles**, ensuring a realistic but minimalist budget, including the decision to share personnel where adequate, with other complementing initiatives (i.e. support from the Innovation Specialist for Challenge Funds), which generates significant savings for the Donor.

Project Management

The Project will be implemented by the Partnerships team based in Istanbul Regional Hub, in cooperation with other similar initiatives of strategic donors. Project team will be in direct contact with the Country offices, which will help identify challenges and help coordinate the projects in the field. Project Manager and Innovation Specialist for Challenge Funds will be primarily responsible for day to day implementation of the Project, whereas UNDP IRH will provide programme, operational and quality assurance support to the Project. Team Leader of the Partnerships Team will provide guidance and technical advice, including the reporting mechanism, project management, etc.

V. RESULTS FRAMEWORK

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		DATA COLLECTION METHODS & RISKS		
			Value	Year	Year 1 12/2021	Year 2 12/2022	Means of Verification
<p>Output</p> <p>Polish expertise and innovative solutions for SDGs are available in partner countries.</p> <p><i>RP OUTCOME 2: Addressing poverty and inequalities through more inclusive and sustainable development pathways</i></p> <p><i>Output 2.3. Enabling environment strengthened through diverse partnerships to expand opportunities for public and private sector, including alternative, financing for the achievement of the SDGs</i></p>	1.1 Enhanced knowledge of final beneficiaries disaggregated by gender	Questionnaires and project reports from local partners	0	2020	70% satisfaction rate	80% satisfaction rate	Periodic surveys
	1.2. Increased engagement of women-led businesses, women-led local partners and beneficiaries	Lists of mapped solutions and agendas of events (with list of participants)	0	2020	40 solutions by women-led businesses and women-led local partners mapped and invited to the Call for Proposals	10 solutions by women-owned businesses and women-led local institutions mapped and invited to the call for proposals	Lists of mapped solutions and agendas of the events (with list of participants)
	1.3 Number of cases where Polish knowledge and expertise has been applied, scaled up or replicated	Questionnaires and final project reports from innovators Project report, articles and fact sheets	0	2020	0	10 solutions implemented in priority countries 3 solutions scale-up or replicated in other country/region 10 final project reports and 10 press releases from innovators	Reports, feedback questionnaires Websites
	1.4 Visits of Polish On-line Platform	Online platform	0	2020	100 visits	200 visits	Platform user statistics
	1.5 Number of workshops, high level meeting and webinars for promotion and outreach	Project report	0	2020	10	4	Reports, agendas of events

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.

UNDP Corporate Platforms and Systems for Quality Reporting

- On regular basis, the established **project monitoring framework** should be updated, and progress recorded towards the completion of key results, based on the enhanced Project Management Module in Atlas (Activity Planned Results and Assessment page) as applicable and other requirements established by the IRH as part of the established regional programme management process and implementation mechanisms.
- Based on the **initial risk analysis** submitted (see attached in the Annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation. The Project Manager is responsible for monitoring the risks and s/he should provide the status updates to the Project Board.
- A **project lesson-learned log** shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- The Project will ensure **quality reporting to the UNDP corporate platforms and systems** (e.g. Atlas, Corporate Strategic Planning and Results System, Results-Oriented Annual Report – ROAR, etc.) on the outputs and outcomes and corresponding indicators.

Annual Project Review from Project Board

- An **Annual Review Report** shall be prepared by the Project Manager and shared with the Project Board as per the established requirements.
- Based on the above, **Annual Project Review** shall be conducted during the fourth quarter of the year or shortly thereafter to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This Review will be overseen by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs and ensure that these remain aligned with the relevant outcomes.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the Project in achieving the agreed outputs.	At least semi-annually	Slower than expected progress will be addressed by project management.	UNDP IRH	Project staff cost
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	At least semi-annually	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP IRH	Project staff cost
Learn	Knowledge, good practices, and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the Project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP IRH	Project staff cost
Annual Project Quality Assurance	The quality of the Project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the Project.	Bi-annually (every other year)	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP IRH	Project staff cost
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP IRH, Ministry of Foreign Affairs of Poland	Project staff cost
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the Project (final report)	In the project report of 2019, the lesson learnt will be analyzed and suggestions for potential scaling up should be presented.	UNDP IRH, Ministry of Foreign Affairs of Poland	Project staff cost
Project Review (by Project Board)	The Project board will hold regular project reviews to assess the performance of the Project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the Project. In the Project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	UNDP IRH, Ministry of Foreign Affairs of Poland	Project staff cost

VII. MULTI-YEAR WORK PLAN¹²

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (US\$)		RESPONSIBLE PARTY	PLANNED BUDGET				
		05/2021 (Y1)	09/2022 (Y2)		Funding Source	Budget Description	Total Budget for 2021 (US\$)	Total Budget for 2022 (US\$)	Total Budget for 2021 and 2022 (US\$)
Output 1: RP OUTCOME 2: <u>Addressing poverty and inequalities through more inclusive and sustainable development pathways</u> Output 2.3. <u>Enabling environment strengthened through diverse</u>	1.1 Activity 1 - Challenge Fund	210,600	199,800	Polish Challenge Fund Project Manager	Gov. of Poland 30000 00080	71400 Challenge Fund Prizes	195,000	185,000	380,000
					Gov. of Poland 30000 00081	75100 GMS	15,600	14,800	30,400
	1.2 Activity 2 - Secondment	20,304	22,842	Polish Challenge Fund Project Manager	Gov. of Poland 30000 00082	71600 Travel (DSA) for Project Manager	18,800	21,150	39,950
					Gov. of Poland 30000 00083	75100 GMS	1,504	1,692	3,196
	1.3 Activity 3 - Outreach	21,427.20	59,778	Polish Challenge Fund Project Manager	Gov. of Poland 30000 00077	71200 International Consultant (Innovation Specialist)	17,340	26,010	43,350

¹² The Multi-Year Work Plan is prepared in USD and according to the currency exchange rate assumption from the Polish national currency (Polish Zloty). The budget will be revised according to the amount converted to USD using the UN operational exchange rate from the date of the deposit.

				Polish Challenge Fund Project Manager	Gov. of Poland 30000 00078	75700 Workshops and Conferences	0,00	1,000	1,000
				Polish Challenge Fund Project Manager	Gov. of Poland 30000 00079	74200 Printing and Translations	500,00	500,00	1,000
				Polish Challenge Fund Project Manager	Gov. of Poland 30000 00080	72100 Contractual Services	0,00	1,000	1,000
				Polish Challenge Fund Project Manager	Gov. of Poland 30000 00081	74500 Misc. & Direct Project Costs (i.e. vendors, travel claims)	1,000	1,000	2,000
				Polish Challenge Fund Project Manager	Gov. of Poland 30000 00082	71600 Travel	0,00	5,000	5,000
				Polish Challenge Fund Project Manager	Gov. of Poland 30000 00080	72400 Communications and Media, including the Websites/Online Platform	1,000	1,000	2,000
				Polish Challenge Fund Project Manager	Gov. of Poland 30000 00081	75100 GMS	1,587.20	2,840.80	4,428
				Sub-Total for Output 1			252,331.20	260,992.80	513,324
	The coordination levy (1%) for this Agreement is USD equivalent of PLN 19 801,98 (approx. US\$5,100 at the time of project document preparation).								

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project is directly implemented by **UNDP's Istanbul Regional Hub for Europe and the CIS (IRH)** within the delegated Direct Implementation authority for the Regional Programme implementation, in line with UNDP's Programme and Operations Policies and Procedures. UNDP Istanbul Regional Hub is responsible for overall management, backstopping, and monitoring of the Project.

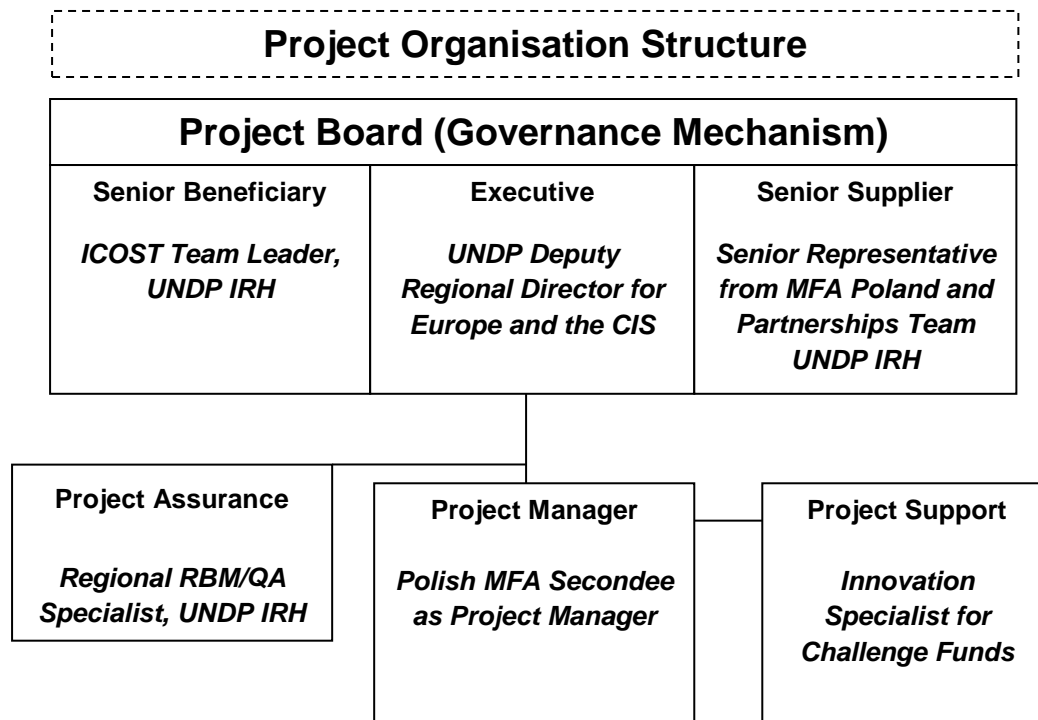
The overall guidance and strategic decisions related to the project implementation will be made by the **Project Board**. The Project Board will be responsible for making by consensus management decisions for the Project when guidance is required by the Project Manager, including recommendations for approval of project plans and revisions.

The Project Board contains three roles:

- 1) **Executive:** UNDP Deputy Regional Director for Europe and the CIS chairing the Project Board, with a primary function within the Board to provide guidance regarding the technical feasibility of the Project.
- 2) **Senior Supplier:** individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. A representative from the MFA of Poland, and UNDP Partnerships Team Leader from IRH will serve as Senior Suppliers.
- 3) **Senior Beneficiary:** Representatives of the UNDP Country Offices, representing the interests of those who will ultimately benefit from the project, with a primary role to ensure the realization of project results from the perspective of project beneficiaries.

Project assurance is the responsibility of each Project Board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. Project assurance has to be independent of the Project Manager. **Regional Programme Coordination, RBM and QA Specialist** will hold the project assurance role. **Innovation Specialist for Challenge Funds** will ensure the strategical advice on implementation of the Project.

The Project Manager will report to the Team Leader of Partnerships Team and ensure daily management and monitoring of the project activities to ensure successful realization of the expected output. **A secondee from the Ministry of Foreign Affairs of the Republic of Poland** will assume this role.



IX. LEGAL CONTEXT

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

This Project will be implemented by the UNDP (“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

1. UNDP as the Implementing Partner will comply with the policies, procedures, and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-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.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
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. 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 SBA *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. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
 - d. 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.
 - e. 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.
 - f. 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.
 - g. 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.

- h. 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.

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.

- i. 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.
- j. 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.
- k. 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.

XI. ANNEXES

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening**
- 3. Risk Log Analysis**
- 4. TORs of Key Management Positions**
- 5. Knowledge Management Strategy**

Annex 1: Project Quality Assurance Report

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

OVERALL PROJECT

EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●○○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION

- **APPROVE** – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.
- **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA

STRATEGIC

1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project): <ul style="list-style-type: none"> • 3: The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time. • 2: The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence. • 1: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3	2
	2	
	Evidence Theory of Change presented in the Strategy Section, demonstrating the connection between the selected modality and the objective.	
2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project): <ul style="list-style-type: none"> • 3: The project responds to one of the three areas of development work¹³ as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas¹⁴; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. <i>(all must be true to select this option)</i> • 2: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true to select this option)</i> • 1: While the project may respond to one of the three areas of development work¹ as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the 	3	2
	2	
	Evidence The Project responds to one area of development work in the SP. (Sustainable	

¹³ 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

¹⁴ sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.	development pathways).	
RELEVANT		
<p>3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) <i>(all must be true to select this option)</i> 2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. <i>(both must be true to select this option)</i> 1: The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project. <p><i>*Note: Management Action must be taken for a score of 1, or select not applicable.</i></p>	3	<u>2</u>
1		
<p><i>Select (all) targeted groups: (drop-down)</i></p> <p>Evidence (the target groups are included in a broad pattern, but will be further elaborated in the Calls for Proposals as the thematic and country priorities are identified)</p>		
<p>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. 2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives. 1: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<u>3</u>	2
1		
<p>Evidence</p> <p>The Project is designed building on the experience from the Initiation Plan and Challenge Funds with other partners</p>		
<p>5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: A <u>participatory</u> gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> 2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3	2
<u>1</u>		
<p>Evidence</p> <p>The Project mainly focuses on the development cooperation modality. Such analyses will be conducted at the local/National/in individual initiatives level.</p>		
<u>3</u>		
2		
1		

<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. (<i>all must be true to select this option</i>) 2: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified. 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p><small>*Note: Management Action or strong management justification must be given for a score of 1</small></p>	Evidence	
SOCIAL & ENVIRONMENTAL STANDARDS		
<p>7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (<i>all must be true to select this option</i>) 2: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p><small>*Note: Management action or strong management justification must be given for a score of 1</small></p>	3	<u>2</u> 1 Evidence No actions foreseen.
<p>8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (<i>all must be true to select this option</i>). 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget. 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. <p><small>*Note: Management action or strong management justification must be given for a score of 1</small></p>	3	<u>2</u> 1 Evidence. No adverse impacts foreseen.
<p>9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP 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 and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	<u>Yes</u>	No <u>SESP conducted and attached below</u>

MANAGEMENT & MONITORING

10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):

- **3:** The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. (*all must be true to select this option*)
- **2:** The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. (*all must be true to select this option*)
- **1:** The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators.

*Note: Management Action or strong management justification must be given for a score of 1

3	<u>2</u>
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1

Evidence

11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?

Yes (3)	No (1)
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12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):

- **3:** The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (*all must be true to select this option*).
- **2:** The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (*all must be true to select this option*)
- **1:** The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

*Note: Management Action or strong management justification must be given for a score of 1

3	<u>2</u>
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1

Evidence

13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):

- **3:** Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. (*both must be true to select this option*)
- **2:** Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk.
- **1:** Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document.

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

<u>3</u>	2
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1

Evidence

EFFICIENT

<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: 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.</p>	<p><u>Yes</u> (3)</p>	<p>No (1)</p>
<p>15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)</p>	<p><u>Yes</u> (3)</p>	<p>No (1)</p>
<p>16. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> • 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. 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. • 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. 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. 	<p>3</p>	<p>2</p> <p>1</p> <p>Evidence</p>
<p>17. Is the Country Office fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> • 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. <p><small>*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.</small></p>	<p>3</p>	<p>2</p> <p>1</p> <p>Evidence</p>
<p>EFFECTIVE</p>		
<p>18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. <i>(both must be true to select this option)</i> • 2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments. • 1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. <p><small>*Note: Management Action or strong management justification must be given for a score of 1</small></p>	<p>3</p>	<p>2</p> <p>1</p> <p>Evidence</p>
<p>19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?</p> <ul style="list-style-type: none"> • 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, 	<p>3</p>	<p>2</p> <p>1</p> <p>Evidence</p>

<p>rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions.</p> <ul style="list-style-type: none"> • <u>2</u>: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions. • <u>1</u>: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project. 		
<p>20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?</p>	<p><u>Yes</u> (3)</p>	<p>No (1)</p>
<p>21. 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.</p> <p><i>*Note: Management Action or strong management justification must be given for a score of “no”</i></p>	<p>Yes (3)</p>	<p>No (1)</p>
<p>22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • <u>3</u>: The project has a realistic work plan & budget covering the duration of the project <i>at the activity</i> level to ensure outputs are delivered on time and within the allotted resources. • <u>2</u>: The project has a work plan & budget covering the duration of the project at the output level. • <u>1</u>: The project does not yet have a work plan & budget covering the duration of the project. 	<p><u>3</u></p>	<p>2 1 Evidence</p>
SUSTAINABILITY & NATIONAL OWNERSHIP		
<p>23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • <u>3</u>: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. • <u>2</u>: The project has been developed by UNDP in close consultation with national partners. • <u>1</u>: The project has been developed by UNDP with limited or no engagement with national partners. 	<p><u>3</u></p>	<p>2 1 Evidence</p>
<p>24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):</p> <ul style="list-style-type: none"> • <u>3</u>: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. 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. • <u>2.5</u>: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities. • <u>2</u>: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • <u>1.5</u>: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. • <u>1</u>: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions. 	<p>3 2</p>	<p>2.5 <u>1.5</u> 1 Evidence</p>
<p>25. 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?</p>	<p><u>Yes</u> (3)</p>	<p>No (1)</p>
<p>26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?</p>	<p><u>Yes</u> (3)</p>	<p>No (1)</p>

Annex 2: Social and Environmental Screening Template

Project Information

Project Information	
1. Project Title	Polish-UNDP Partnership: Innovative Solutions for the SDGs Project
2. Project Number	
3. Location (Global/Region/Country)	Europe and the CIS

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

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The Project aims at bringing Polish expertise and innovative solutions for Sustainable Development Goals (hereafter: SDGs) to partner countries. UNDP will uphold the principles of accountability and the rule of law, participation and inclusion, and equality and non-discrimination. As such, the projects selected will contribute to realization of human development objectives of the target groups.

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

The Project will develop criteria for the initiatives and projects to be supported with funding. These criteria will also include gender equality and women's empowerment to provide a preference for projects that serve for equality. The proposed projects will have to present their suggested actions for ensuring that women also benefit equally from the project.

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

The Partnership Project will not be used for any initiative that will be detrimental to the environment. Criteria for proposal review will also include an environmental review to ensure that the Project Board reviews any possible environmental risk with the Project.

Part B. Identifying and Managing Social and Environmental Risks

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

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
Check all that apply		Comments
<i>Principle 1: Human Rights</i>	<input type="checkbox"/>	
<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input type="checkbox"/>	
<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>	
<i>2. Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>	
<i>3. Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>	
<i>4. Cultural Heritage</i>	<input type="checkbox"/>	
<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>	
<i>6. Indigenous Peoples</i>	<input type="checkbox"/>	
<i>7. Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>	

Final Sign Off

<i>Signature</i>	<i>Date</i>	<i>Description</i>

QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		Answer (Yes/No)
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹⁵	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		

¹⁵ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No

1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ¹⁶ greenhouse gas emissions or may exacerbate climate change?	No

¹⁶ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No

3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ¹⁷	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal	No

¹⁷ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

	<p>titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?</p> <p><i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i></p>	
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?	No

	<i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex 3: Risk Log Analysis¹⁸

Project Title: Polish-UNDP Partnership: Innovative Solutions for the SDGs	Award ID:	Date: April 2021
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner
1	Limited interest from the Polish private companies to participate in the Project; limited outreach to companies in beneficiary countries	April 2021	Other	P =2 I = 3	Existing networks engaging with Polish companies will be fully used to mitigate this risk. Relevant Country Offices (selected on the basis of interest but also potential to deliver quick results on private sector engagement activities) and other stakeholders on the ground will be involved in a timely manner, from the design stage of the private sector engagement project activities.	Project Manager
2	Changes in national political climate in partner countries, incl. limited uptake of the recommendations and technical research provided	April 2021	Political	P=3 I=3	The UNDP Country Office in Belarus will consult with national partners on a regular basis, in order to adjust in a timely manner to potentially shifting priority and interests of the national counterpart.	Project Manager UNDP Country Office
3	Change in regional social-economic climate in the selected priority countries due to the negative impact of COVID-19 pandemic, incl. the delays in implementation of initiatives due to the imposed restrictions in national and international level	April 2021	Political Operational	P=3 I=2	The Project Manager will closely consult with stakeholders on a regular basis and adjust the strategy of the Project in line with potentially changing priorities and realities on the ground.	Project Manager

¹⁸ Offline Version.

Annex 4 – TORs of Key Management Positions

Position:	Project Manager, Polish Challenge Fund
Type of Contract:	NRLA
Languages Required:	English
Location:	Warsaw, Poland – home-based (with frequent travel to Istanbul, Turkey and possible missions to countries in the Europe and CIS region and/or other countries)

I. Organizational Context

For more than 20 years, UNDP has gradually developed an aid effectiveness support service line offered to its partners in Europe and CIS (ECIS), supporting local donors including Russia, Turkey, the Czech Republic, Slovakia, Romania, Kazakhstan, and others, to define their ODA niche, strengthen their ODA management systems and pilot new ideas and mechanism to deliver aid to their priority countries.

In terms of ODA project implementation support, UNDP has worked with various donors in ECIS to establish and manage a large variety of ODA implementation mechanisms ranging from trust funds, challenge funds, experience sharing mechanisms and calls for project proposals, partnering with line ministries and other national institutions, civil society organizations and private sector companies to enable the transfer of the donor’s transition experience and knowledge to its ODA priority countries.

As part of the country’s overall efforts to contribute to the global development cooperation efforts and in line with Poland’s ODA strategy and overall ambitions and commitments, **the Polish Ministry of Foreign Affairs would like to build the capacity of national public and private partners to engage local companies in development cooperation** and pilot some new delivery mechanisms that leverage the innovation capacity, skills and financial resources of private companies for development outcomes in Poland’s ODA priority partner countries. In this context, the Ministry of Foreign Affairs of Poland and UNDP will be working on implementing a pilot Challenge Fund project that will stimulate innovative development solutions for developing countries, while deriving commercial value and a broader geographic market reach for Polish companies.

In order to ensure smooth project management and high-quality delivery, but also to make sure that the results and the lessons learned derived from this pilot will be transferred to the Polish partners, the project will be managed by a Project Manager on secondment from the Polish Ministry of Foreign Affairs. The Project Manager will work under direct supervision of the UNDP Regional Partnership Advisor/Partnerships Team Leader, located in the UNDP Istanbul Regional Hub.

II. Functions / Key Results Expected

Overall responsibility:

The Project Manager will support the implementation of the Polish-UNDP Partnership: Innovative Solutions for the SDGs Project, that will be running under the overall umbrella of the UNDP RBEC Regional Programme for Europe and the CIS (RPD for ECIS) 2018-2021.

The Project Manager will work directly with the Partnerships Team of the UNDP Istanbul Regional Hub, and in close cooperation with relevant colleagues from other teams, including Programme Support Unit, Quality Assurance, Country Office Support, and relevant UNDP Country Offices that will relate to the activities of the Project. In addition to project

management and project implementation, the incumbent will also support the overall relationship management with the relevant partners in Poland, and especially the Ministry of Foreign Affairs of Poland.

Summary of key functions:

Within the framework described above the Project Manager will perform the following key functions:

- Project management
- Implementation of the Annual Work Plan
- Knowledge management
- Other

1. Implementation of Annual Work Plan

- Conduct analysis and research on the interests, current engagement and appetite of local Polish business to engage in development cooperation and the Challenge Fund;
- Work with UNDP colleagues in the chosen Country Offices to articulate clear, well-documented development challenges to inform the program;
- Work with relevant colleagues in the Hub to prepare and launch the Challenge Fund, conduct outreach, implement the various communication and engagement activities, organize workshops, seminars and meetings with private companies and other Polish stakeholders to promote the Challenge Fund and grow awareness and interest for development cooperation among national stakeholders;
- Work with colleagues in IRH and Country Offices to organize the selection of Challenge Fund winners;
- Facilitate the effective deployment of technical expertise and funds and oversee the implementation of the resulting projects;
- Broker partnerships with relevant national partners in Poland and developing countries (with the support of local UNDP Country Offices);
- Provide feedback to management, participate in drafting concept notes or related project documents;
- Cooperate and coordinate activities with the UNDP Istanbul International Center for Private Sector Development, as needed.

2. Project management

- Consult with UNDP Country Offices on the programmatic focus of the development interventions to be addressed by the Challenge Fund;
- Contribute (also substantially) to the preparation and formulation of Challenge Fund resulting projects;
- Ensure timely project monitoring, quality assurance;
- Draft procurement documents as well as terms of reference in order to hire consultants, as relevant (in cooperation with procurement and HR unit);
- Prepares inputs for reporting, including donor reporting, evaluations;
- Conduct analysis and research, prepares substantive briefs on possible areas of cooperation, identifies opportunities for initiation of new projects;
- Manage contacts of experts and vendors under the programme and oversees their performance evaluations, including, for example, the drafting of the private sector stocktaking exercise.

3. Capacity Development, Knowledge Management and Communication

- Ensure consistency and strategic nature of the capacity building activities;
- Represent Poland in the internal UNDP meetings related to the organization of the regional ECIS Donors Capacity Development Series;
- Promotes visibility of Poland as a donor, including promotion of the Challenge Fund within UNDP;
- Identification and synthesis of the lessons learnt;
- Facilitate and prepare seminars and workshops;
- Participate in relevant international/regional events, networks and processes.

4. Other

- Organize meetings with the implementing partners and visits to the projects sites as appropriate;
- Works closely with the relevant Regional Hub staff and external partners;
- Provides administrative backstopping to the Partnership Team when relevant.

III. Impact of Results

The project manager will ensure that both planning and execution of the Project will be properly implemented, which will impact all phases of the Project cycle, including monitoring, controlling and closing the Project. Proper day-to-day implementation of the Project, timely provision of planned services and activities, proper finance and resource management will be ensured. Project manager will manage up, down, and across the organization to ensure that the development impact of the project is fully realized, taking into account Project outcomes.

IV. Competencies

Corporate Competences

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people without favoritism.

Functional Competences

Knowledge Management and Learning

- Shares knowledge and experience;
- Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills.

Development and Operational Effectiveness

- Ability to perform a variety of specialized tasks related to Results Management, including support to design, formulation, planning and implementation of programme, monitoring and evaluation of projects, managing data, reporting;
- Ability to provide input to business processes re-engineering, implementation of new system, including new IT based systems;
- Ability to develop and formulate projects, sound knowledge of project cycle management.

Leadership and Self-Management

- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humored even under pressure;
- Demonstrates openness to change and ability to manage complexities;
- Initiative, creativity and eagerness' to explore and apply new and innovative strategies;
- Ability to work independently with minimum supervision;
- Excellent communication skills and client oriented pro-active approach;
- Target oriented, diligent and solution minded, able to apply knowledge in an innovative way to wide range of different situations and circumstances;
- Team player, open to explore and take up new challenges and responsibilities.

V. Recruitment Qualifications

Education:	University degree in International Relations, Public or Business Administration, Economics, Social Sciences, Development Studies or related fields. Postgraduate education in the above fields of study is a plus.
Experience:	5 years of relevant working experience in development cooperation, project management and/or international relations. Experience in the use of computers and office software packages and handling of web-based management systems. Experience in project management.
Language Requirements:	<ul style="list-style-type: none"> ● Proficiency in English and excellent writing skills;

	<ul style="list-style-type: none"> • Knowledge of ECIS languages would be a considerable asset.
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Position:	Innovation Specialist for Challenge Funds
Type of Contract:	UNV Expert or I-PSA
Languages Required:	English
Location:	Bratislava, Slovakia or Istanbul, Turkey (with possible missions to countries in the Europe and CIS region and/or other countries)

1. Organizational context and brief project description:

Polish Challenge Fund (PCF) was introduced in 2020 as a new tool to facilitate the transfer of Polish know-how and innovative solutions that would address development challenges in priority countries and contribute to the SDGs achievement. The Fund is implemented under the broader partnership between the Republic of Poland, represented by the Ministry of Foreign Affairs and UNDP, Istanbul Regional Hub. One of the aims of the Partnership is to create an enabling environment for Polish private companies to contribute to Poland's international development cooperation.

PCF was based on IRH experience with implementing Czech Challenge Fund, that proved to be a successful effective modality that responds the development challenges in partner countries as well as engaged the innovation community (private sector, CSO and academia) from the Donors country.

The PCF is looking for innovative solutions that generate improvement and added value especially by introducing new methods, ideas, or products. The PCF views innovation as:

- A new approach, product, idea or service that has not been tested anywhere;
- New to the beneficiary country (if applicable);
- Has not been applied to the sector in the beneficiary country; or
- A service or business model being introduced to a target group where it has not been applied before.

Specialist will oversee the Challenge Fund implementation and help with other assignments, especially related to the introduction of new tools and other potential signature solutions.

2. Sustainable Development Goals: 17. Partnerships for the Goals

Supervision, induction and duty of care of UN Volunteers.

3. Description of tasks:

- Cooperate on the preparation of all documents related to the Challenge Fund calls (selection and formulation of Challenges, ToRs, Guidelines etc.);
- Lead the negotiations with IRH Procurement regarding the accurate Calls definitions;
- Lead the mapping of potential applicants/awardees and secure the communication with them;
- Support the Challenge Funds managers with overall communication of the Challenge Fund, including preparation of the communication plan, but also with e.g. preparing news for web sites and social media, press releases, eventually articles, best practices/success stories, fact sheets etc.);
- Support the Challenge Funds managers through the evaluation process, including the communication with the evaluation board members and personal participation in the evaluation of applications;
- Support the Challenge Funds managers with the negotiation of the contracts to selected initiatives, submission of additional documents and signing award agreement;
- Support the Challenge Funds managers with monitoring of the selected initiatives, including the communication with selected initiatives, review of submitted progress reports and on-site monitoring visits;
- Support the Challenge Funds managers with reporting to the Donor and secure the wider sharing of the best practices;

- Support the Challenge Funds managers to build the Challenge Fund's community of practitioners.

4. Results/expected outputs:

- Set of documents related to Challenge Fund implementation;
- Proven communication toward the grantees;
- Web sites and Social media platforms updates;
- Relevant articles, blogs, reports related to Challenge Funds outcomes;
- Monitoring missions.

5. Qualifications/requirements:

Required Degree Level: Master's degree

Required Experience: 5 years

- Up to 2 years of relevant work experience in project management and/or administrative work, preferably in development and with experience with the Challenge Fund (or similar modality) implementation;
- Up to 3 years of previous experience in project management in the area of development assistance and procurement or administering of project's budget;
- Experience with writing the reports for donors, grantees and other project related outcomes like articles, press releases and/or other media outputs would be a strong asset;
- Experience in website development and management, including creating and uploading its content is asset.
- Strong understanding of development cooperation in Europe and the CIS (particularly in Eastern Europe and Central Asia);
- Excellent English writing and communication skills are required

Competencies and values:

- Professionalism: demonstrated understanding of operations relevant to UNDP technical capabilities or knowledge relevant or transferrable to UNDP procedures and rules; discretion, political sensitivity, diplomacy and tact to deal with clients; ability to apply good judgement; ability to liaise and coordinate with a range of different actors, especially in senior positions; where appropriate, high degree of autonomy, personal initiative and ability to take ownership; resourcefulness and willingness to accept wide responsibilities and ability to work independently under established procedures; ability to manage information objectively, accurately and confidentially; responsive and client-oriented;
- Integrity: demonstrate the values and ethical standards of the UN and UNDP in daily activities and behaviours while acting without consideration of personal gains; resist undue political pressure in decision-making; stand by decisions that are in the organization's interest even if they are unpopular; take prompt action in cases of unprofessional or unethical behaviour; does not abuse power or authority;
- Teamwork and respect for diversity: ability to operate effectively across organizational boundaries; excellent interpersonal skills; ability to establish and maintain effective partnerships and harmonious working relations in a multi-cultural, multi-ethnic, mixed-gender environment with sensitivity and respect for diversity; sensitivity and adaptability to culture, gender, religion, nationality and age; commitment to implementing the goal of gender equality by ensuring the equal participation and full involvement of women and men in all aspects of UN operations; ability to achieve common goals and provide guidance or training to colleagues;
- Commitment to continuous learning: initiative and willingness to learn new skills and stay abreast of new developments in area of expertise; ability to adapt to changes in work environment.
- Planning and organizing: effective organizational and problem-solving skills and ability to manage a large volume of work in an efficient and timely manner; ability to establish priorities and to plan, coordinate and monitor (own) work; ability to work under pressure, with conflicting deadlines, and to handle multiple concurrent projects/activities;
- Communication: proven interpersonal skills; good spoken and written communication skills, including ability to prepare clear and concise reports; ability to conduct presentations, articulate options and

positions concisely; ability to make and defend recommendations; ability to communicate and empathize with staff (including national staff), military personnel, volunteers, counterparts and local interlocutors coming from very diverse backgrounds; capacity to transfer information and knowledge to a wide range of different target groups;

- Flexibility: adaptability and ability to live and work in potentially hazardous and remote conditions, involving physical hardship and little comfort; to operate independently in austere environments for protracted periods; willingness to travel within the area of operations and to transfer to other duty stations within the area of operations as necessary;
- Genuine commitment towards the principles of voluntary engagement, which includes solidarity, compassion, reciprocity and self-reliance; and commitment towards UNDP's mission and vision, as well as to the UN Core Values.

Language skills:

Fluency in spoken and written English is required.

Project Board

The Project is directly implemented by UNDP's Istanbul Regional Hub for Europe and the CIS (IRH) within the delegated Direct Implementation authority for the Regional Programme implementation, in line with UNDP's Programme and Operations Policies and Procedures. UNDP Istanbul Regional Hub is responsible for overall management, backstopping and monitoring of the Project.

The overall guidance and strategic decisions related to the project implementation will be made by the Project Board. The Project Board is chaired by Deputy Regional Director for Europe and the CIS, who will serve as the Project Executive. The Project Board will be responsible for making by consensus management decisions for the project when guidance is required by the Project Manager, including recommendations for approval of project plans and revisions.

The Project Board contains three roles:

- 1) Executive: UNDP Deputy Regional Director for Europe and the CIS chairing the Project Board, with a primary function within the Board to provide guidance regarding the technical feasibility of the project.
- 2) Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. A representative from the MFA of Poland, and UNDP Partnerships Team Leader from IRH will serve as Senior Suppliers.
- 3) Senior Beneficiary: UNDP Integrated Country Office Support Team Leader of IRH, representing the interests of those who will ultimately benefit from the project, with a primary role to ensure the realization of project results from the perspective of project beneficiaries.

The Project Board will:

- Provide overall leadership, guidance and direction in successful delivery of outputs and their contribution to outcomes under the Project;
- Be responsible for making strategic decisions by consensus, including the approval of Project substantive revisions (i.e., changes in the Project Document);
- Approve project documents as needed;
- Meet at least once a year (either in person or virtually) to review Project implementation, management risks, and other relevant issues;
- Address any relevant Project issues as raised by the Project Manager;

- Provide guidance on new project risks and agree on possible countermeasures and management actions to address specific risks.

Annex 5 – Knowledge Management Strategy

I. Mobilizing and collecting knowledge

Throughout the whole project duration, Project Managers will analyze what Polish expertise is sought for (demand side) and what expertise is available (supply side) and where to look for it.

Project Manager will collect lessons learned both from UNDP Country Offices staff involved in the Project (which will also include feedback from partners and beneficiaries in the target country) and from innovators participating in the project.

The knowledge will be collected mainly in the following formats:

- Summary of solutions, profiles of innovators and contact information, incl. press releases, pictures and other PR outcomes.
- Produced written deliverables (methodologies, guidelines, etc.).
- Lessons learned from implementation after an initiative is completed.*
- Follow up after 6–8 months after an initiative is completed about the impact and scale up.*

**Templates for collection of lessons learned and scale up of activities will be developed by Project Manager.*

II. Analyzing, documenting, and storing knowledge

Project Manager will develop a user-friendly online repository that will be open to the public. The website will include profiles and contact of innovators, as well as knowledge products, reports, stories and other outputs capturing the results of the assignments funded by the Project.

Project Manager will make sure that information about innovative solutions is analyzed and properly documented. Afterwards, s/he ensure its upload to the online repository and made available for viewing.

III. Transferring Knowledge

Project Manager will actively promote Polish expertise among UNDP Country Offices, governments and partners in the region as well as among public. Several online tools will be explored, such as Twitter, Facebook or LinkedIn.

Other means are for example as follows:

- Project Manager will cooperate with UNDP communications team at IRH, and with partners in Poland to produce and publish articles, blogs and where possible develop videos, webinars or other online resources about project.
- Project Manager will cooperate with the South-South cooperation team at IRH to publish successful examples of the Polish solutions at the South-South cooperation solutions database (<http://www.southsouthworld.org/>).

Benefits and Expected Results

Introducing Knowledge management strategy and streamlining it into the work of PUP will have several benefits for the work of Project Managers, effectivity and impact of project initiatives, and for communicating results and creating new partnerships. Knowledge management will enable PUP to:

- Communicate important information to wider public and outreach to more partners, i.e. private sector and academia entities, etc.
- Provide examples of proven methods, tools, techniques.
- Stimulate learning, innovation, and growth.

Indicators for measuring the success of KM strategy could be for example some of the following:

System usage

- Number of visits and other statistics on the platform usage.

Outreach

- Number of references to the project initiatives in social media etc.

User satisfaction

- Results of survey on the usability of the KM platform.