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**PROJECT DOCUMENT**  
*[Regional Project]*

**Project Title:** UNDP-Slovakia Partnership: Effective Development Cooperation Solutions for the SDGs

**Project Number:** 00111827

**Implementing Partner:** Istanbul Regional Hub, RBEC

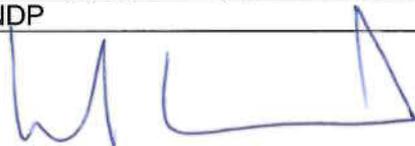
**Start Date:** 8 August 2018    **End Date:** 8 August 2021    **PAC Meeting date:** 25 June 2018

**Brief Description**

The project is based on a long and rich experience that the Slovak Republic as donor and UNDP have gained over the course of the past decade. Since the early 2000s, the Slovak Republic has undergone a full transformation from a recipient to a provider of development assistance. Through this project, the Ministry of Foreign and European Affairs of the Slovak Republic and UNDP help to put into practice development effectiveness principles, thus contributing to advancing the effectiveness of global development efforts. This endeavour is in line with the ambitious Sustainable Development Goals. Building on previous cooperation with UNDP's Regional Centre in Bratislava and existing joint initiatives with the Istanbul Regional Hub, the project will be focused on: 1) creating an enabling environment for Slovak private companies to contribute to Slovakia's international development cooperation and piloting new ODA programming modalities capitalizing on additional financial and non-financial resources from the private sector; 2) strengthening Slovakia's positioning as development cooperation provider in the field of security sector reform, one of the niche areas of Slovakia's ODA; 3) equipping the Ministry of Foreign and European Affairs of Slovak Republic with the skills, procedures and programmatic/strategic tools in order to provide effective and high-quality ODA to its partners ; and 4) contribution to the development of ODA capacities in Western Balkans EU accession countries, inter alia by sharing Slovakia experiences in this field.

<b>Contributing Outcome (RPD 2018-2021):</b> Outcome 2: Ensure effective and transparent use of public- and private-sector financing, including alternative finance models, while preventing the diversion of resources through anti-corruption initiatives  Indicative Output(s) with gender marker: Output 1: PSE enabling environment strengthened GEN1 Output 2: Slovakia's ODA niche in the field of SSR strengthened – GEN3 Output: Capacities of Slovak ODA practitioners further developed GEN 1	<b>Total resources required:</b>	EUR 899,640 (est. USD 1,086,521.74)	
	<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	0
		<b>Donor (MFEA SR):</b>	EUR 899,640
		<b>Government:</b>	0
		<b>In-Kind:</b>	0
	<b>Unfunded:</b>	0	

Agreed by (signatures):

UNDP

<b>Rastislav Vrbensky, Deputy Regional Director, Rregional Bureau for Europe and CIS</b>
Date: 21/8/18
Ministry of Foreign and European Affairs of the Slovak Republic

<b>Miroslav Lajčák, Minister of Foreign and European Affairs of the Slovak Republic</b>
Date:

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## **I. DEVELOPMENT CHALLENGE**

### ***Slovak Development Cooperation***

Since the early 2000s the Slovak Republic has undergone a full transformation from a recipient to a provider of development assistance. In 2013, Slovakia became a member of the Organization for Economic Co-operation and Development, Development Assistance Committee (OECD DAC), after significant progress in establishing a coherent legal and operational framework for development cooperation. Independently and with UNDP's support, Slovakia has upgraded its ODA legal and strategic framework, which resulted in sharpening the geographical and sectoral focus of its development aid (via Medium-Term Strategy for the years 2014 – 2018), improving its development cooperation delivery (through dedicated country strategy papers for program countries) and introducing new development or financing modalities, such as tenders for service delivery and concessional export credits scheme.

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

In 2018, Slovakia is undergoing a comprehensive OECD DAC peer review process, which is still ongoing at the time of the elaboration of this project document. The preliminary findings of the OECD DAC peer review mission indicate that the Slovak Republic should continue to build on its achievements to date and further strengthen its development cooperation policy, among others by:

- allocating its ODA resources through fewer and more strategic partnerships, including with the private sector, building up on the country's comparative advantages as a donor;
- continuing to invest resources in a well-trained body of development practitioners, including strengthening internal capacities to engage with fragile states;
- further strengthening its ODA legal and strategic framework in adherence to the country's aid effectiveness commitments;

### ***The Slovak-UNDP Partnership***

Over the last 15 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, Cyprus, 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 the needs and priorities of their partners on the ground. Over the years, UNDP has been a thought partner and the hands on the ground to come up with and test new ideas and new models that allow new and emerging donors punch above their weight. As such, UNDP is well prepared to respond to Slovakia's challenges and ambitions as described above.

Since the early 2000s UNDP's partnership with the Slovak Republic has been one of the largest initiative with an emerging donor in the region, consisting mainly of two elements: supporting ODA delivery and capacity building through the Slovak-UNDP Trust Fund; and supporting public finance management reforms in partner countries through the Public Finance for Development Programme.

Within this framework, the UNDP has worked with the Ministry of Foreign and European Affairs (MFEA) of Slovakia to 1) further strengthen the country's ODA system, including through the development of new tools and mechanisms, dedicated trainings and other capacity building activities and 2) design and run high-quality development projects in Slovakia's partner countries, leveraging the donor's strengths, while responding to real needs on the ground, in complementarity with the efforts and investment of other donors.

In the period between late 2017 and early 2018, the 2014-2018 Partnership for Results in International Cooperation was evaluated by an independent evaluator, concluding that the cooperation between the two partners improved the capacities of various Slovak national

stakeholders involved in development cooperation and managed to produce development results on the ground that are aligned with the partner countries' priorities and needs.

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

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

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## II. STRATEGY

In a nutshell the challenge and its root causes can be described as follows: the government of Slovakia finds it difficult to achieve the 0.33% GNI target for its ODA<sup>1</sup>, despite repeated reiterations of this commitment, mainly because of the still slow economy and various competing national priorities. Moreover, the Slovak Republic is conscious that many of its interventions are stand-alone projects with broad objectives, that accordingly may deliver ineffectively. The OECD DAC peer review highlights the fact that the large number of calls for proposals, combined with the limited budget managed by the MFEA, the agency and other implementing actors can result in fragmentation and diminished effectiveness. The Slovak republic is dividing its ODA among 10 priority partner countries and territories and 4 broad thematic areas. Various evaluations have suggested a narrower prioritization of Slovak ODA, focusing on specific signature solution that Slovakia can best deliver internationally. The Slovak Republic is among the OECD DAC member with the most modest budgets, however, its potential and ambitions can result in significant results, especially if Slovakia builds up on its comparative advantages (technical expertise, transition experience, growing private sector). Responding to these needs, the current project is addressing these challenges by: 1) providing further capacity building support to the MFEA, Slovak Aid, private entities in Slovakia and others on how to engage the private sector for increased efficiency and impact of the country's ODA, and piloting solutions with a potential for future replication, 2) directing Slovak ODA funds towards one of the best known multi-donor initiative in the Western Balkans (a priority region for Slovakia), to be leveraged by other financial resources from other donors, and where Slovak expertise in the field of SSR will be exhibited and used.

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

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

- UNDP's long-term expertise in development cooperation and thought leadership in partnering for the SDGs, access and established relations with government institutions in beneficiary countries, deep understanding of local environments, close to universal presence through its country offices' network, neutral, apolitical status;

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<sup>1</sup> In 2016, the Slovak Republic provided USD 107 million in net ODA (preliminary data), which represented 0.12% of gross national income (GNI). OECD DAC

- MFEA's role as the main institution managing Slovakia's ODA efforts, with a strong mandate to coordinate, but also to lead and pilot innovative development cooperation ideas, its status of a reliable government partner who acts as a peer to their counterparts in the beneficiary countries.

#### **Project objective**

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

To achieve this objective, this project is built around 3 main components:

- 1) creating an enabling environment for Slovak private companies to contribute to Slovakia's international development cooperation and piloting new ODA programming modalities capitalizing on additional financial and non-financial resources from the private sector,
- 2) strengthening Slovakia's positioning as development cooperation provider in the field of security sector reform, one of the niche areas of Slovakia's ODA and
- 3) equipping staff of the Ministry of Foreign Affairs of Slovakia with the skills, procedures and programmatic and strategic tools to provide effective and ODA to its partners.

The Project is related to the **Outcome 2 of the [2018-2021 UNDP's Regional Programme Document for Europe and the CIS for 2018-2021](#)**<sup>2</sup>, namely "Ensure effective and transparent use of public- and private-sector financing, including alternative finance models, while preventing the diversion of resources through anti-corruption initiatives" 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 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 outlines in **UNDP's new 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". The current project proposal is eminently a development effectiveness intervention, aiming to strengthen the development impact of Slovakia's ODA efforts and to align it to international aid effectiveness principles and best practices. The Strategic Plan highlights the fact that given the current development financing landscape, Governments require" innovative development finance solutions to leverage domestic and international, public and private investments, and greater capacities to promote innovation, South-South cooperation and knowledge sharing" (development context B). This project will support the Ministry of Foreign Affairs of Slovakia to test new ways of engaging the private sector in development cooperation, using ODA to leverage additional resources for the development of its priority countries. Also, as described below, this initiative is a text-book case of triangular cooperation, where UNDP facilitates Slovakia's sharing of best practices and knowledge to its partner countries by exporting the skills and technical expertise of the Slovak private (first component) and by sharing its best practices in the field of security sector reform (second component). The activities set forth by this initiative (as described below) speak to Signature Solution 2 and 6 of the Strategic Plan – Strengthen effective inclusive and accountable governance and Strengthen gender equality and the empowerment of women and girls, respectively.

Gender equality issues will be addressed when developing specific projects and individual project interventions. Particular attention will be paid to gender parity in reaching out to stakeholders and beneficiaries in all project activities. The project will provide equal opportunities to beneficiaries and to suppliers and will ensure that both women and men are treated equally and receive comparable benefits from project activities. Moreover, a number of activities covered by the second and third

<sup>2</sup> UNDP Regional Programme for Europe and the CIS for 2018-2021 <http://undocs.org/DP/RPD/REC/4>

components of the project (Security Sector Reform and Capacity building respectively) will promote gender equality and women's empowerment through institutional mechanisms for gender equality and mainstreaming, as described in the section below.

### III. RESULTS AND PARTNERSHIPS

#### *Component 1: creating an enabling environment for Slovak private companies to contribute to Slovakia's international development cooperation*

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

Slovakia acknowledges the important role that the private sector is expected to play in the development cooperation arena. Furthermore, private sector engagement is mentioned in the Slovak Medium-Term Strategy for Development Cooperation 2014 – 2018, it will most likely feature prominently in the new strategy that is currently under development. Slovakia has already dedicated some efforts to incentivise private sector involvement in development cooperation, through several initiatives, including the Business Partnership Programme run by SAIDC, and two initiatives run by the Ministry of Finance in cooperation with UNDP - the Rozvojmajstri programme and the more recent Private Sector for Development Cooperation. Several results were achieved as part of these initiatives: some initial pilots on private sector development in beneficiary countries have been tested (through small grants and feasibility studies preparation support), Slovak companies have received mentoring, training and networking support to increase their competitiveness in bidding for IFI projects on topics relevant to Slovakia's ODA policy, and some seed funding for identifying opportunities for engagement and preparing feasibility studies/building an investment case for Slovak companies' engagement in development initiatives.

Building up on the results already achieved in this field, the "UNDP-Slovakia Partnership: Effective Development Cooperation Solutions" project will seek to enhance the **engagement of the private sector** through an approach of shared value partnerships, which is in line with the latest thinking that goes beyond philanthropic giving and corporate social responsibility/strategic communication initiatives, by creating partnerships that speak directly to the core business interest of private companies, aligning these to development priorities. In this new modality, the private sector is invited to co-design joint long-term projects, as well as to share in-kind and financial resources, risks and responsibilities. Its main objective is to increase development impact, mobilize resources, and by doing so help companies enhance their core business.

In line with the recommendations of the evaluation cited above, this project, including this component will focus on a specific, strategically selected set of **thematic priorities**, namely **water and waste management, energy efficiency, agriculture** and the IT sector, where it is recognized that Slovakia has developed significant know-how that can be shared and that will enhance the potential for private sector engagement in ODA (building on, among other, its transition experiences). In this context, the project proposes a set of activities that aim to create new skills for PSE stakeholders on the one hand, while also piloting new programmatic modalities for working with private companies. The following activity results are foreseen as part of this component:

**Activity result 1.1: The capacity of Slovak companies and other relevant national stakeholders that can contribute to the engagement of the private sector in Slovakia's ODA is strengthened.**

Based on consultations with the Ministry of Foreign and European Affairs and building up on the results of previous initiatives, the following capacity development needs have been identified:

- Additional capacity building and awareness raising events focused on the opportunities for Slovak business sector to transfer their transition experience and sectoral expertise to developing and emerging markets as defined in the list of Slovak development aid priority countries;
- Policy advocacy and capacity building among Slovak companies towards increased participation in EU development aid tenders with the aim to generate success stories and increase trust of Slovak business community in the system;
- Capacity building and coaching for Slovak companies on including sustainability in their business practices;
- Promotion of networking of Slovak companies and other stakeholders, including CSOs and NGOs already active in the partner countries;
- Proactive and on-demand advisory to the UNDP and MFEA SK on the actions required to mobilize private sector funding including in cooperation with CSOs (alternative sources of financing) for maximizing the impact of Slovakia-sponsored development initiatives that are implemented wholly or partially through the UNDP;
- Coaching and capacity building of the MFEA respective staff via tailor-made trainings, with special focus on economic diplomats;
- Packaging the overall Rozvojmajstri experience and offering it through UNDP or SlovakAid as part of Slovakia's knowledge transfer to other emerging donors.

**Activity Result 1.2.: New programmatic tools for engaging private sector in development cooperation through a shared-value approach are piloted.**

A Private Sector Engagement (PSE) Facility will be designed and implemented, providing seed co-funding for companies that want to co-invest in activities that advance their business case while achieving Slovakia's ODA priorities. The Facility will invite companies pitch business growth-development impact initiatives that relate to the specific thematic priorities mentioned in the Medium-Term Strategy for Development Cooperation of the Slovak Republic for 2014-2018 and that include Slovakia's ODA territorial priorities (with a focus on **Western Balkans and Moldova**). A call for proposals will be issued by the Slovak Partnerships team of the UNDP Istanbul Regional Hub, inviting Slovak companies (or entities from partner countries, provided that a partnership with Slovak companies is envisaged) to submit concept notes. All proposals will need to include co-financing from the applying company (cash and/or in-kind contributions) and prove both business and development impact added value. The concepts will be then further fine-tuned with the respective UNDP Country Offices and other local partners. Two to three full project proposals will be selected.

Depending on the level of interest and buy-in of local and Slovak companies, the funds can be implemented either by the Slovak Partnership team, with the support of the service provider that will assist with the capacity building component for the Slovak private companies OR by 2/3 COs who would support with the identification of relevant proposals and private sector partners. The preferred option is the second one, as it would triangulate this project with other existing activities at the CO-level. This activity is meant to be implemented in the second year of the project, building up on for example, the capacity building results of the first year. The project manager will consult with the relevant Country Offices in due time, and will ensure that the chosen implementation modality will prioritize integration and coordination of UNDP's efforts on the ground in the selected partner countries.

The type of activities that can be funded through the facility, include, but are not restricted to:

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

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

The PSE Facility would be open to applications from the following stakeholders from Slovakia (or from partner countries, provided that a partnership with Slovak companies is envisaged):

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

The PSE Facility will offer the possibility to test one tangible model of co-designing development initiatives together with private companies, which can be further refined<sup>3</sup> and then replicated within a larger and more ambitious second stage.

**Activity result 1.3.: The Ukraine Energy Efficiency Secretariat and Expert Hub is strengthened in the fields of energy security, energy markets development and renewables.**

Starting with 2016, MFAE SR has been supporting financially the “Ukraine Energy Efficiency Secretariat and Expert Hub (Phase 1)” implemented by UNDP Ukraine, with the overall purpose of strengthening the capacity of the Government of Ukraine (GoU) to develop and implement its energy efficiency policy during the critical time of transition of transforming the national energy markets, specifically gas and electricity. The Slovak Republic has accumulated considerable experience in areas of energy efficiency and renewable energy through both legislation reform as well as through implementing several successful projects and initiatives. The project is providing the GoU with technical, expert assistance and advisory services to first develop and subsequently implement a decisive action plan to strengthen energy security (ES), provide more linear impact in the implementation of ES policy, and further increase Ukraine’s acquis process to the European Union’s Association Agreement as related to the EU’s ES development agenda and requirements. Beneficiary of the project is the Cabinet of Ministers of Ukraine and main partners are the Ministry of Energy and Coal Industry of Ukraine, Parliamentary Committee on Fuel and Energy Complex, Nuclear Policy and Nuclear Safety of Ukraine, DiXi Group (NGO). All project activities are executed exclusively via the Energy Efficiency Secretariat and Expert Hub. The focus of the Hub in this new phase will be on energy security, energy markets development and renewables. Building up on the results of the previous phase of the UNDP- MFEA cooperation, this activity result will continue to strengthen the capacity of the Government of Ukraine (GoU) to develop and implement the energy efficiency policy during the critical time of transition of transforming the national energy markets, specifically gas and electricity.

The Secretariat/Expert Hub will continue to provide advisory support to the offices of the Deputy Prime Minister of Ukraine, the Deputy Minister of the Cabinet of Ministers of Ukraine and the State Agency for Energy Efficiency and Energy Saving of Ukraine on energy efficiency reform. The Secretariat/Expert Hub will utilize synergies with the similar donor-funded projects, e.g. “Removing Barriers to increase investment in Energy Efficiency in Public Buildings in Ukraine through the ESCO modality in Small and Medium Sized Cities” financed by the GEF and implemented by the UNDP and “Energy efficiency Reform in Ukraine”, implemented by the GIZ.

***Resources Required to Achieve the Expected Results***

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<sup>3</sup> More information available online at: <http://www.ua.undp.org/content/ukraine/en/home/operations/projects/closed-projects/ukraine-energy-efficiency-secretariat-and-expert-hub-.html>

As spelled out under “Project Management” section, the substantive **oversight for this component will be insured by a project manager working as part of the Emerging donors and New Partnerships Team of the Istanbul Regional Hub**. Among other tasks, the project manager will:

- Work with the UNDP IRH, the Istanbul International Centre for Private Sector in Development (IICPSD) and relevant national partners to make sure that the capacity building needs identified below are addressed effectively, using the available expertise in Slovakia and UNDP on the respective topics;
- Work with UNDP IRH, relevant COs and national partners to operationalise the PSE facility, ensure validation of the project pipeline against available Slovak expertise, maximize complementarity with other relevant initiatives (like the Rozvojmajstri project and other Slovak-funded projects and programmes);
- Ensure visibility of Slovakia as donor.

Project assistant – 20% of the time of the project assistant supporting the “Public and Private Finance for Development” funded by the Ministry of Finance of Slovakia and implemented in partnership with UNDP IRH, to ensure an effective use of resources and stronger coordination between various initiatives funded by Slovakia. 80% of the costs associated with this position will be covered by the Ministry of Finance of the Slovak Republic, while the remaining 20% will be covered from this project’s budget, as represented in the budget below.

Some of the activities included in the “Capacity building for private companies and other stakeholders” section requires the services of a private sector provider based in Slovakia on a contractual basis.

## **Component 2: Strengthening Slovakia’s positioning as development cooperation provider in the field of security sector reform (SSR)**

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

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

Slovakia’s limited financial envelope makes it imperative to identify impactful initiatives in order to maximize the effect of the project and contribute to transformative change of the security sector in the target countries. Therefore, the proposal is to support the second phase of UNDP’s flagship **Women in the Military Initiative**<sup>4</sup>, which has widely been recognized as best practice and ground-breaking, including by NATO.

The objective of the initiative, that comes at the request of the Ministries of Defense and Armed Forces in the Western Balkans, is to foster regional cooperation on gender equality in the military and to increase effectiveness and sustainability of gender mainstreaming in security sector reform through consolidation and institutionalization of results achieved in Phase I of the Women in the Military initiative<sup>5</sup>. Phase II will contribute to: strengthened capacities for gender responsive and

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<sup>4</sup> More information available online at: <http://www.seesac.org/Women-in-the-Military/>.

<sup>5</sup> In 2013 the data collection was carried out by Ministries of Defence which analyzed the data and developed recommendations in the first regional study on the The Position of Women in the Armed Forces in the Western Balkans. The main findings of the Study: Women make up between 5.69 and 8.97% of the armed forces in the Western Balkans, and a majority of them are in administrative, medical and civilian positions; Women represent no more than 4.93% of the uniformed personnel in the army, 4.89% in the air force and 0.69 in the navy; Women occupy up to 2.94% of command positions; Women are disproportionally represented among the top

evidence-based policy development and implementation, and improved integration of women in the military through gender sensitization (raising awareness of gender equality concerns regarding the inclusion of women in the military forces).

Support will be provided to Gender Equality Mechanisms (GEMs)<sup>6</sup> to further strengthen their capacities for gender mainstreaming in MoDs and AFs through information sharing, knowledge exchange and learning grounded on regional meetings. GEMs will thus be better positioned to address aspects of gender in the military that will be in focus during Phase II, by tackling gender based discrimination and sexual harassment; facilitating the systematic mainstreaming of gender in military education and training; and evidence-based policy development. Since the quality and availability of data is a prerequisite for evidence-based policy making, Human Resources Departments will be supported to collect and analyse gender disaggregated data to inform the development of gender sensitive human resources policies. Increased awareness on gender issues in the MoDs and AFs during the first phase of the project led to the growing recognition of the current and embedded gender-based discrimination and sexual harassment<sup>7</sup>. MoDs and AFs will be supported to address misconduct and unwanted behaviour more effectively; their capacities will be strengthened through review of gaps in policies and procedures; development of guidelines, toolkits and provision of training with the aim to influence attitudes and behaviour of MoD and AFs staff to establish a safe and non-discriminatory professional environment for both women and men.

Diverse activities are planned with the aim to contribute to a more gender sensitive organisational culture, free from obstacles to balanced and meaningful participation of women in the defense system. The project will further strengthen the Regional Network of Gender Trainers<sup>8</sup> through the organization and facilitation of regular regional meetings, enabling networking, information exchange and knowledge sharing on the various training approaches to increase gender awareness in the military. In order to facilitate the integration of a gender perspective in military training and education and thus ensure a systematic approach to gender sensitisation in the military, support will be provided for gender training of curriculum developers and teaching staff in military training and education institutions, and mainstreaming of the gender perspective in their curricula.

Furthermore, the project will support **Slovakia and UNDP lead an event in 2019 within the framework of SK OSCE Chairmanship 2019** cementing Slovakia's leadership on the topic of SSR.

### ***Resources Required to Achieve the Expected Results***

The implementation of this component will be done through UNDP's regional project "South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons" (SEESAC)<sup>9</sup>, and will therefore use the project management, implementation and quality assurance capacities sitting in this project. Moreover, a Slovak thematic expert will participate actively in the implementation of the initiative through a secondment as mentioned below (project management section).

### **Component 3: Equipping the Ministry of Foreign and European Affairs of the Slovak Republic with the skills, procedures and programmatic/strategic tools to provide effective and high-quality ODA to its partners.**

Building up on the results of the previous partnership with the Slovak Ministry of Foreign and European Affairs and other stakeholders involved in the design and implementation of Slovak ODA, as well as responding to the recommendations put forward by the 2018 OECD DAC peer review

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10% of military trainees and military academy cadets compared to their overall representation in training or in academy.

<sup>6</sup> Due to different institutional structures established within the four beneficiary MoDs and AFs, the term 'Gender Equality Mechanism' in this document covers all mechanisms set up with the aim to advance gender equality in the military and defence (gender advisers and gender equality contact persons).

<sup>7</sup> Women in the Military final project report

<sup>8</sup> <http://www.seesac.org/News-Gender-in-Security-Sector/The-Regional-Network-of-Gender-Trainers-in-the-Military-Reviews-its-Initial-Results/>

<sup>9</sup> <http://www.seesac.org/>

process and the specific demands and needs signalled by the MFA and other stakeholders, the component will include the following activity results:

**Activity result 3.1. Increased specific capacities of MFEA SR and SAIDC development cooperation professionals and/or other relevant thematic professionals**

UNDP is the largest development organisation in the world, with deep thematic expertise covering a wide range of development topics, with an almost global presence, deep understanding of country-specific context and one of the main partnerships brokers in the field. As such, one of the most effective methods to support capacity development ambitions of its partners is to offer the possibility of hosting professionals from other partner institutions to work directly with UNDP teams through secondment.

In line with OECD/DAC Peer Review recommendations the project will include capacity building of the MFEA SR and SAIDC development cooperation professionals and other relevant thematic professionals, secondment programme, traineeships, professional trainings and monitoring missions and will provide support to the organization of and participation in broader national and regional events and workshops, or other networks involved in international development cooperation. Such an active contribution to events, workshops, participation in peer-to-peer exchanges and co-hosting of development professional networks will generate valuable professional experience and allow for application of acquired knowledge.

**Activity results 3.2. Capacity building for emerging donors in the Western Balkans.**

Slovakia has gone through a successful transitioning process from recipient to provider of development cooperation, culminating with the country's membership of the OECD DAC. As such, Slovakia is well placed to provide support to other emerging donors, especially partner countries in the Western Balkans who are now putting in place the basics of their ODA programmes, as part of their EU accession requirements. Based on its more than 15 years of experience working with emerging donors, and given its comprehensive support in the EU accession on a wide range of topics, UNDP has initiated conversations with several WB emerging donors (Montenegro and Serbia) on their ODA capacity development needs. As such, UNDP is working on Serbia's new ODA legislation, and has been exposing Montenegro to best practices of international development cooperation of other donors, in support of their own national ODA infrastructure build up. Following the recent adoption of the Law on Official Development Assistance in Montenegro in April this year, UNDP will provide consultancy support to the Montenegrin Ministry of Foreign Affairs in the preparation of the Strategy on International Development Cooperation and Humanitarian Aid. Beside establishing strategic framework, as recognized by Montenegro 2018 Report, the country needs to invest further efforts in developing legislation and relevant databases, and there is a niche for UNDP's support in that regard, as well.

In this context, the project will support small and catalytic activities such as the development of primary and secondary ODA legislation, the development of corresponding strategies, training for development cooperation practitioners in the respective national institutions and support for developing tools to monitor, report and implement ODA, in close coordination with the CO-led respective ODA capacity building projects.

***Risks and Assumptions***

Given the complexity of the project, especially its considerably limited budget, the high number of stakeholders, as well as restrictive availability of relevant Slovak expertise, project management support and ensuring interest and buy-in from various partners will remain main challenges.

An essential risk mitigation strategy is raising awareness of the Slovak private sector of the inherent benefits and risks of participating in development cooperation projects, which should help align their incentives with those of MFEA SR, UNDP and, most importantly, the beneficiary countries. For capacity building measures targeting MFEA SR, retention of knowledge and expertise remains an important risk, as MFEA SR staffing may be subject to changes, rotations, etc.

**Coordination and risk of fragmentation** will continue to be a challenge, given the relatively wide scope of this project, and its limited budget, especially for the first and second components. This risk will be mitigated by integrating to the extent possible the foreseen activities within other existing initiatives, while also maintaining high levels of visibility for Slovakia as a donor.

### ***Partnerships & Stakeholder Engagement***

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

- Firstly, with the Slovak private sector, whose role will need to grow in supporting development cooperation activities catalysed with Slovak funding;
- Secondly, UNDP COs in Slovakia's priority countries (Western Balkans and Moldova), who will play an important role in implementation of the PSE facility;
- Thirdly, UNDP's IICPSD, who will contribute with technical expertise to the capacity development activities described above.

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

The activities in **Component 3** will be implemented in partnership with:

- The Slovak MFEA, as well as other national stakeholders involved in the implementation of development cooperation projects.
- National ODA coordinators in selected Western Balkans emerging donors.

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

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

### ***Knowledge Management/Dissemination***

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

Through Component 3, the project will ensure codification and dissemination of knowledge and skills received by MFEA SR staff, through systematic peer-to-peer sharing within the MFEA SR and beyond. For example, the gender mainstreaming manual will be designed in a manner that is relevant and applicable to all the main Slovak ODA stakeholders and rolled-out accordingly. The resulting knowledge products will be shared with the wider ECIS donor community.

## ***Sustainability and Scaling Up***

For Component 1:

- The purpose of the PSE facility is to experiment with new modalities to engage with the private sector. The best practices and lessons learned will be then transferred to the Slovak ODA national partners (mainly MFEA) for wider replication/for informing the adjustment of other currently existing PSE mechanisms;
- The CB activities for private companies and other Slovak actors on PSE will be done in partnership with national partners – as described above, part of the activities included in this component will be implemented with the support of a Slovak private company. As such, the project will contribute to sharing UNDP's expertise with Slovak national partners.

For component 2:

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

For Component 3:

- The sustainability of results of capacity building activities will depend on the effectiveness of internal knowledge management within MFEA SR.

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## **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 (the project assistant function will be co-shared with another project funded by the Ministry of Finance of the Slovak Republic – please see page 8 for more details) and to locate administrative personnel in Bratislava, on national service contracts, which generates significant savings for the donor.

### ***Secondment Scheme***

As part of an effort to improve effectiveness of Project implementation and enhance communication between MFEA SR and UNDP, the Project will foresee a Secondment Scheme, based on the Non-Reimbursable Loan Agreement model, widely practiced by UNDP with other donors.

Specific responsibilities of the secondee(s) will be spelled out in the Terms of Reference to be approved by the Project Board, which will also take a formal decision on the candidate proposed by the MFA SR and the duration of the assignment. The secondee can be a representative of the MFEA SR or another line ministry or agency, which plays a role in development cooperation and hosts the required expertise, as agreed with the MFEA SR. The secondee will be placed in the SEESAC team (based in Belgrade, Serbia), and the Istanbul Regional Hub (for a shorter period of time, when developing the gender mainstreaming manual), or as otherwise agreed by the MFAE and UNDP.

### ***Project Management***

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

The Project Manager will be supported by a **Project Assistant** and support from the IRH Operations and Programme Support Unit as required.

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

Specific project activities may be conducted by **external contractors** such as independent experts, CSOs and private sector entities, following the UNDP's contracting rules and regulations and subject to approval of respective elements of the Annual Work Plan and budget by the Project Board approval.

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## V. RESULTS FRAMEWORK<sup>10</sup>

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<sup>10</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.



00110636	1.3. Number of training/coaching sessions for Slovak companies and investors (number of participating companies/investors) to make their business models more sustainable, encourage their participation in the implementation of development cooperation projects and other capacity building needs as required.	number of social media/media appearances;	0	2018	30	30	30			
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	<p>1.4. Number of position papers, policy briefs, guidelines and other instruments as needed to improve and mainstream private sector engagement in the Slovakia's ODA</p>	<p>Data sources: project progress report;</p>	<p>0</p>	<p>2019</p>	<p>8</p>	<p>8</p>	<p>8</p>			<p>Risks: limited uptake of the recommendations and technical research provided; high turnover among governmental partners resulting in limited ownership; shifting political will.</p>
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	1.5. Number of workshop on private sector engagement in development for Slovak national partners engaged in disbursing and managing Slovakia's ODA.	Data sources: progress reports, feedback forms from event participants.	0	2018	4	4	4	4				Risks: high turnover of MFEA staff
	1.6. Number of knowledge management resources produced documenting best practices/resources for private sector engagement in development	Data sources: project progress report;	0	2018	2	3	3	3				Risks: limited uptake of the recommendations and technical research provided; high turnover among national partners
	1.7. Number of PSE mini-projects developed and delivered with clear development outcomes	Data sources: project progress report;	0	2018	0	2	0	2			2	Risks: little interest from Slovak private companies for such a programme
	1.8. Number of advisory policy reports developed by the Energy Hub	Data sources: project progress report;	0	Q2 2018	4			4			4	Risks: limited retention capacity/sustainability of created capacity in the beneficiary institutions; changes in national political climate;
	1.9. Extent to which the national beneficiaries are satisfied with the policy advice provided by the Energy Hub (Scale 1-3, where 1-not satisfied, 2 – somewhat satisfied, 3 - fully satisfied)	Data sources: Questionnaire	n.a.		3							
	1.10. Ukraine Energy Efficiency Secretariat and Expert Hub is operational (no, partially, yes)		n.a.		yes							
Output 2: Slovakia's positioning as development cooperation provider in the	2.1. Number of regional meetings on gender in the Military field	Data sources: Regional Meeting of GEMs; News items; Social Media Placement.	9	2018	1	1	1	1			3	Risks: change in regional political climate

field of security sector reform strengthened.	2.2. Number of practical solutions for gender equality implemented through the support of small-scale projects	Data sources: MoD requests for support of the small-scale projects Procurement Documents News items; Social Media Placements.	10 small scale projects supported	2018	1	2	1	4	Risks: insufficient operational capacity within national counterparts
	2.3 Number of high-level events organised on gender in SSR around Slovakia's presidency of the OSCE, strengthening Slovakia's ODA brand in the field of SSR	Data sources: Project progress report, event report, news items; Social Media placements.	0	2018	0	1	0	1	Risks: limited uptake of the recommendations and technical research provided; high turnover among governmental partners resulting in limited ownership; shifting political will.
Output 3 of Ministry of Foreign Affairs of Slovakia and other national ODA stakeholders are equipped with new skills, procedures and programmatic/strategic tools	3.1. Number of MFEA/other national ODA stakeholders seconded to UNDP-IFH/other teams as adequate	Data sources: Project progress report	0 (excluding MFN)	2018	1	1	1	2	
	3.2. Number of capacity building workshops for Slovak ODA stakeholders organised responding to the capacity building needs identified together with Slovak national ODA stakeholders	Data sources: workshop reports, feedback forms from event participants.				1	1	1	3

to provide effective and high-quality ODA.	3.3. Number of peer-to-peer learning missions organized for the benefit of Western Balkans emerging donors	Data sources: mission reports (including follow up plans), mission evaluation forms submitted by the beneficiary institutions			1	0			1	0			1	Risks: limited availability of Slovak experts to participate in such exchange schemes
	3.4. Number of ODA strategic documents drafted for the benefit of Western Balkans emerging donors	Data sources: Project progress report	0	2018	2	0			2	0			2	Risks: slow adoption of the resulting strategic documents caused by internal political/decision making processes in beneficiary states

## VI. MONITORING AND EVALUATION

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

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	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.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	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.		
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured (annual progress report, annual consultations) by the project team and used to inform management decisions.		
<b>Annual Project Quality Assurance</b>	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.	Annually	Areas of strength and weakness will be reviewed by project management on an annual basis or on an ad-hoc basis as needed and used to inform decisions to improve project performance.		

<p><b>Review and Make Course Corrections</b></p>	<p>Internal review of data and evidence from all monitoring actions to inform decision making.</p>	<p>At least annually</p>	<p>Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.</p>	
<p><b>Project Report</b></p>	<p>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.</p>	<p>Annually, and at the end of the project (final report)</p>	<p>Relevant lessons are captured (through the annual progress report) by the project team and presented to the board meeting reflected in the board meeting minutes and will inform decisions to improve project performance.</p>	
<p><b>Project Review (Project Board)</b></p>	<p>The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>	<p>Specify frequency (i.e., at least annually)</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>	

## VII. MULTI-YEAR WORK PLAN <sup>11/12</sup>

*All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication,*

<sup>11</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>12</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (EUR)			RESPONSIBLE PARTY	PLANNED BUDGET (EUR)			
		Y1	Y2	Y3		Funding Source	Budget Description	Amount	
<b>Output 1:</b> Enabling environment for Slovak private companies to contribute to Slovakia's international development cooperation strengthened Gender marker: GEN 1	1.1 Activity Capacity building programme for Slovak companies and other relevant national stakeholders that can contribute to the engagement of the private sector in Slovakia's ODA	62.400	80.000	80.000	UNDP, third party (contracted company/provider of services)	MFEA SK	Contract services	222.400	
	1.2 Activity PSE facility		100.000		UNDP	MFEA SK	Outreach, events	5.000	
	1.3 Activity Ukraine Energy Efficiency Secretariat and Expert Hub		52.0000			UNDP IRH, UNDP Ukraine	MFEA SK	Mini-grants	90.000
							MFEA SK	Communication	5.000
<b>Sub-Total for Output 1</b>									
<b>Output 2:</b> Slovakia's positioning as development cooperation provider in the field of security sector reform strengthened Gender marker: GEN3	2.1 Women in the Military Initiative	50.000	50.000	50.000	UNDP IRH (SEESAC)	MFEA SK	Onward granting (implemented through SEESAC project)		
	2.2. OSCE presidency side event		10.000		UNDP IRH (SEESAC)	MFEA SK	Travel, event organisation		
	<b>Sub-Total for Output 2</b>								
<b>Output 3:</b> The Ministry of Foreign Affairs of Slovakia equipped with the skills, procedures and programmatic/strategic tools to provide effective and high-quality ODA to its partners. Gender marker: GEN1	3.1. Secondment		65.000					160.000	
	3.2. Capacity building workshops, trainings, monitoring missions)					MFEA SK	IC	12.000	
			16.600	37.000	40.000	UNDP IRH	MFEA SK	Event organisation & travel	76.600
							MFEA SK	Publications	5.000
3.3. Transfer of Slovakia's ODA expertise to emerging donors in Western Balkans		10.000		UNDP responsible COs	MFEA SK	IC	6.000		
						MFEA SK	Travel	4.000	

<b>Sub-Total for Output 3</b>										196,600
<i>Direct Implementation Costs</i>	Project Manager, Project Assistant, Office costs	37,000	37,000	37,000	37,000	37,000		MFEA	Staff costs, office costs	111,000
<i>Communication of results</i>	Production and dissemination of basic communication materials (annual report, annual results snapshot)	2,000	2,000	2,000	2,000	2,000			Publications	6,000
<b>General Management Support</b>										66,640
<b>TOTAL</b>										899,640

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## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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

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

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

The **purpose of the Project Board** is to:

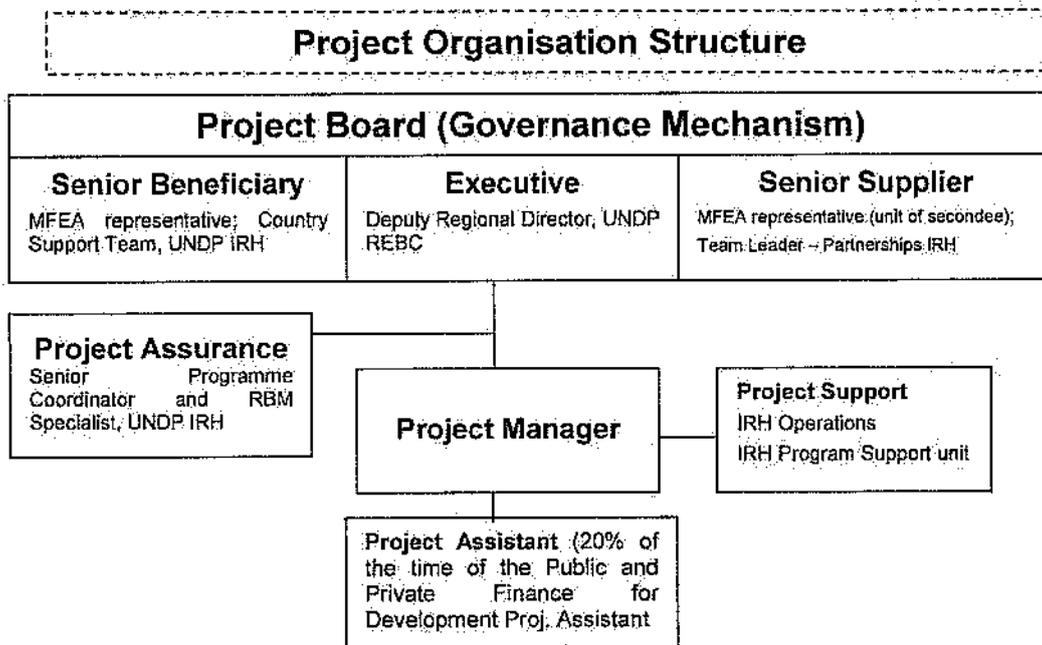
- Provide overall guidance and direction and agree on adjustments within provided tolerance levels (see Manage Change);
- Assess the achievement of results;
- Assess the quality of programming against the quality criteria for UNDP programming;
- Assess risks to the project, and agree on management actions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

**Project Board role and responsibility:**

- The PB is responsible for making by consensus strategic decisions, including the approval of substantive project revisions (if any) (i.e. changes in the project document);
- The PB approves Annual Work Plans and annual progress reports;
- The PB ensures continuous networking with partner countries, donors and other project stakeholders;

- The PB will meet at least once per year to review the project strategy, management risks and most relevant project implementation issues (PB can hold discussions and make approvals also virtually – via teleconference, videoconference and email debate;
- The PB is consulted by the Project Manager for decisions when project management tolerances (in terms of time and budget as per work plan) have been exceeded. The PB defines the tolerances;
- All PB members agree on the minutes taken at each PB meeting.

The MFEA will act as beneficiary only with respect to the capacity building activities which UNDP will facilitate, including trainings on private sector engagement, a new gender mainstreaming manual, implementation support, etc. The MFEA will serve as a Supplier as they provide financial resources and human resources (a secondee who will deliver some of the results of the project). The key Beneficiary role will be performed by IRH COST who will represent the beneficiary countries (Ukraine, Western Balkan sub-region. Team B was deleted.



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

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## 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/qa\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/qa_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. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the SBA *[for the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
    - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
    - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

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

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

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

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

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

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action.

against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

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## **XI. ANNEXES**

- 1. Project Quality Assurance Report**
- 2. Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions
- 3. Draft Terms of Reference - Project Manager**



## OFFLINE RISK LOG

(see [Deliverable Description](#) for the Risk Log regarding its purpose and use)

<b>Project Title:</b> UNDP-Slovakia Partnership: Effective Development Cooperation Solutions for the SDGs	<b>Award ID:</b> 00111827 <span style="float: right;"><b>Date:</b> 1 June 2018</span>
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Limited interest from private companies to participate in the project; limited outreach to companies in beneficiary countries	June 2018	Other	P =2 I = 3	Existing networks engaging with Slovak companies will be fully used to mitigate this risk (also based on the results of the Public and Private Finance for Development project). 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	Project developer (IRH Partnership Analyst)		
2	Limited interest of Slovak ODA practitioners to use and institutionalise the	June 2018	Strategic	P =2 I = 3	National stakeholders will continue to be actively engaged in the design and implementation of all	Project manager	Project developer (IRH Partnership Analyst)		

3	<p>capacity building support provided through the project (trainings, new guidelines, etcetera) / high staff turnover</p>	<p>June 2018</p>	<p>Political</p>	<p>P=2 I=3</p>	<p>capacity building activities included in the project. One secondee representing the Slovak ministry of Foreign Affairs will be responsible for the partial implementation of the project activities, to ensure that the capacity building needs identified and addressed through the project are relevant and the results of the activities are appropriate. However, the sustainability of results of capacity building activities will also depend on the effectiveness of internal knowledge management within MFA SR.</p>	<p>MFA SR representative</p>	<p>UNDP CO Ukraine Project manager UNDP CO Ukraine</p>
	<p>Limited uptake of the recommendations and technical research provided; high turnover among national partners of the Ukraine Energy Hub; changes in national political climate in Ukraine.</p>				<p>The Ukraine Country Office 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.</p>		

4	Change in regional political climate in the Western Balkan, insufficient operational capacity within national counterparts to implement the solutions and recommendation of the Women in the Military project	June 2018	Political Operational	P=1 I=2	The SEESAC team will closely consult with national stakeholder in the beneficiary countries on a regular basis and adjust the strategy of the project in line with potentially changing priorities and realities on the ground.	Project manager UNDP SEESAC team	UNDP SEESAC team							
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## UNITED NATIONS DEVELOPMENT PROGRAMME

### I. Position Information

Job Code Title: Project Manager  
Pre-classified Grade: SB4 Q0  
Supervisor: Team Leader, New Partnerships and Emerging Donors,  
UNDP Istanbul Region Hub  
Duty Station: Bratislava, Slovakia  
Duration: 1 year initially

### XII.

### XIII. II. ORGANIZATIONAL CONTEXT

### XIV.

#### **Project reference: 00111827 “UNDP-Slovakia Partnership: Effective Development Cooperation Solutions for the SDGs”**

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

The Project Manager works under the direct supervision of Team Leader, New Partnerships and Emerging Donors, UNDP Istanbul Regional Hub, who provides the overall oversight of the Project Manager's activities, in close cooperation with the Ministry

of Foreign and European Affairs of the Slovak Republic, the Slovak Agency for International Development Cooperation, in line with the tolerance levels prescribed by the Project Board. The project manager supervises the administrative and financial clerk (cost-shared with the Ministry of Finance of the Slovak Republic, through the Public and Private Finance for Development Project).

The Project Manager is working within the framework of the Project *UNDP-Slovakia Partnership: Effective Development Cooperation Solutions for the SDGs*, and carrying the overall day-to-day responsibility for the implementation of the project's activities as describe in the above mentioned project document.

## **XV. III. FUNCTIONS / KEY RESULTS EXPECTED**

### **Summary of Key Functions:**

- ❑ Knowledge building and management - adaptive management of the capacity building activities for various Slovak ODA stakeholders as per the above-mentioned TOR, in line with the priorities and needs of the partnering donor;
- ❑ Management of the UNDP-Slovakia Partnership: Effective Development Cooperation Solutions for the SDGs project, including the operationalization of the PSE Facility, and other implementation support as described in the project document.
- ❑ quality assurance, oversight, liaising with the beneficiary donor on all of the components of the project;

**2. Ensures facilitation of knowledge building and management** - managing the capacity building activities for various Slovak ODA stakeholders as per the above-mentioned TOR, in line with the priorities and needs of the partnering donor focusing on achievement of the following results:

- ❑ Identification of sources of information related to policy-driven issues. Identification and synthesis of best practices and lessons learned directly linked to Slovak ODA policy goals in the field of programming, monitoring and evaluation; effective ODA delivery mechanisms; and transparency and visibility;
- ❑ Organization of trainings, and knowledge sharing events for stakeholders involved in Slovak ODA management on the topics listed in the project document and others, as per the available resources and needs of the beneficiary;
- ❑ Provision of support to the selected secondee, including integration in the UNDP work environment, familiarization with UNDP basic rules and regulation, liaising with relevant UNDP colleagues to ensure optimal use of UNDP in-house human resources for the benefit of the secondee's professional development and learning, ensures the work of the secondee is in line with the expectations and needs of the donor;
- ❑ Networking with national and international organizations active in the development cooperation field, civil society organizations, private sector and beneficiaries;
- ❑ Regular contributions to knowledge networks and communities of practice, including to the work of the New Partnerships and Emerging Donors Team;
- ❑ Ensures appropriate project visibility and promotion, liaises with the partner donor, and ensures ownership and buy-in from key project stakeholders, including the

Ministry of Foreign and European Affairs of Slovakia, SlovakAid, Slovak private companies and others as relevant;

- Professional growth through active learning.

**3. Participates in effective management of of the UNDP-Slovakia Partnership: Effective Development Cooperation Solutions for the SDGs project, focusing of the following results:**

- Operationalizes the PSE facility, formulating guidelines for the functioning of the facility, reaching out to relevant Slovak companies and UNDP Country Offices, managing the selection of high-quality applications to be financially supported through the initiative, ensures visibility of the results of the facility and formulates lessons learned and recommendations the donor could consider incorporating in their ODA policies and procedures, provides financial and substantive monitoring and evaluation of the micro projects, identifies operational and financial problems, develops solutions;
- Oversees the timely and adequate implementation of the donor's contribution to the Women in the Military initiative and makes sure that Slovak expertise is capitalized on wherever possible;
- Supervision of the administrative and finance clerk on daily basis as well as temporary consultants as necessary;
- Preparation of inputs for reporting, including annual work plan and budget, financial reports, semi-annual and annual progress report and other reports as required
- Facilitates information exchange between the project stakeholders;
- Implements project board recommendations with the objective to improve the projects' implementation and delivery;
- Where necessary, performs the function of ATLAS User, updating project management pages, approving requisitions and performing other relevant ATLAS processes
- Initiation and management of procurement actions required by the project's work plan;
- Assurance of administrative support to the project in full compliance with UNDP procedures, while ensuring effective utilization of the funds and in full compliance with the project documents and agreements;
- Participation in management of project evaluation.

#### **IV. Impact of Results**

Results of the work of the Project Manager will have an impact on implementation of the project's activities, which will result in an effective and efficient provision of Slovak assistance in advancing its selected beneficiary countries' efforts towards sustainable human and economic development, building on Slovakia's know-how and expertise, stimulating the inclusion of a wider range of partners, especially the private sector.

#### **XVI. V. COMPETENCIES**

**Corporate Competencies:**

- Demonstrating ethics and integrity;
- Promotes the vision, mission and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism.

**Functional Competencies:**

Development and Operational Effectiveness:

- Ability to perform a variety of project management related tasks;
- Ability to lead strategic planning, results-based management and reporting;
- Possess basic knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks;
- Demonstrates good knowledge of information technology and applies it in work.

Management and Leadership:

- Focuses on impact and result for the project beneficiary;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates strong oral and written communication skills (in English, and preferably in Slovak);
- Remains calm, in control and good humored even under pressure;
- Demonstrates openness to change and ability to manage complexities;
- Responds positively to feedback and differing points of view;
- Ability to work independently and as a member of a small team;
- Prince2 training and certification is a plus.

Building Strategic Partnerships

- Maintains and spreads an established network of contacts for general information sharing and to remain up-to-date on partnership related issues.

*Knowledge Management and Learning*

- Shares knowledge and experience and contributes to UNDP practice areas;
- Promotes a learning environment in the office;
- Actively works towards continuing personal learning and development in one or more practice areas, acts on learning plan and applies newly acquired skills.

<b>XVII. VI. RECRUITMENT QUALIFICATIONS</b>	
Education:	Master's degree or equivalent in economics, public administration, law, social sciences, international relations or other relevant field.
Experience:	<ul style="list-style-type: none"> <li><input type="checkbox"/> Up to 2 years of relevant work experience in project management and/or administrative/financial work, preferably in development;</li> <li><input type="checkbox"/> Previous experience in project management in the area of development assistance and administering of project's budget;</li> </ul>

	<ul style="list-style-type: none"> <li><input type="checkbox"/> Experience with financial management of development projects and in liaising and cooperating with government officials, CSOs, private sector and other stakeholders;</li> <li><input type="checkbox"/> Experience in monitoring and managing evaluations of development project is an asset;</li> <li><input type="checkbox"/> Familiarity with the UN system, UNDP Programme and Operation Policies and Procedures is an asset;</li> <li><input type="checkbox"/> Experience in working for UNDP or other international organization/ NGO/ public institution is an advantage;</li> <li><input type="checkbox"/> Knowledge of Europe and the CIS region and prior work experience in the CIS region, especially with new ECIS donors, is an additional asset.</li> </ul>
Language Requirements:	Fluency in English is a must. Fluency in Slovak language is a plus.

<b>VII. Signatures- Job Description Certification</b>		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name	Signature	Date
Chief Division/Section		
Name	Signature	Date

