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**Project Title:** Support to the Security Sector Reform in the Republic of Moldova  
**Project Number:** 00109042  
**Implementing Partner:** Ministry of Defence of the Republic of Moldova  
**Start Date:** March 2018 **End Date:** December 2020  
**PAC Meeting date:** 19 February 2018

### Brief Description

The project is aimed at developing capacities of the Ministry of Defence of the Republic of Moldova for the effective implementation of the Security Sector Reform and of the National Defence Strategy. Placed at the heart of the security sector, the Ministry has an important task of ensuring security of men and women in Moldova, which is being challenged by the internal frozen conflict and the external threats stemming from the armed conflict in the region, and also shall be ready to respond to the nature or human caused emergency situations.

Support will be provided to the improvement of the Ministry's internal systems and processes, as well as to strengthening staff capacities in evidence-based planning, budgeting, reporting, internal and external communication, and to enhancing gender equality. The Ministry will be supported in the elaboration of modern automated tools that would ensure effective and efficient collection, update and processing of disaggregated data regarding the armed force, reserve and means of transportation that are part of a mobilisation exercise. These tools will enable the Ministry to make evidence-based military and civil protection decisions and to rapidly react to any emerging military or civil protection needs. The project will provide assistance in the endowment of the Ministry with the new ICT and other equipment, as well as in the improvement of living conditions in the Army.

By contributing to the Ministry of Defence's institutional capacity development, the endowment with the modern tools and equipment and strengthening gender equality approach in the sector, the Project will contribute to the implementation of the Sustainable Development Goals (SDGs) targets aiming at ensuring a peaceful development and secure environment for the people of Moldova, along with the targets promoting human rights, gender equality and improving health and wellbeing access. The project will link to Moldova's international commitments, in particular those related to the participation in the UN Peacekeeping operations, partnership with NATO and to the implementation of UN Security Council Resolution 1325 "Women, Peace and Security".

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

UNDAF Outcome 1: The people of Moldova, especially most vulnerable, demand and benefit from democratic, transparent and accountable governance, gender-sensitive, human rights- and evidence-based public policies, equitable services, and efficient, effective and responsive public institutions

Indicative Output(s) with gender marker: GEN 2

<b>Total resources required:</b>	USD 2,500,000	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	USD 25,000
	<b>Donor:</b>	
	<b>Government (Ministry of Defence):</b>	USD 878,315
	<b>In-Kind:</b>	
<b>Unfunded:</b>	1,596,685	

Agreed by:

Ministry of Defence	UNDP
Eugeniu Sturza, Minister	Dafina Gercheva, UN RC/UNDP RR
Date:	Date:

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## I. DEVELOPMENT CHALLENGE

The Security Sector Reform (SSR) aims to create a secure environment that is conducive to development, poverty reduction, good governance and rule of law. This relies on the ability of the state to mitigate its people's vulnerabilities through development, and to use a range of policy instruments to prevent or address security threats that affect society's well-being. The United Nations Security Council believes that SSR is "critical to the consolidation of peace and stability, promoting poverty reduction, rule of law and good governance, extending legitimate State authority, and preventing countries from relapsing into conflict".<sup>1</sup>

UNDP deals with the issue of security sector reform from a human development perspective, while its assistance is guided by the principles of equity and neutrality and the principle of capacity-building, to ensure that the partner institutions are able to sustain key results achieved through the joint efforts. Achievement of the Sustainable Development Goals (SDGs), UNDP's central priority, is impossible without secure conditions that foster sustainable human development. The Project directly links to SDG 16: Peace, Justice, and Strong Institutions.

In the Republic of Moldova, the need of a profound reform of the security sector is based on the external as well as on the internal factors. From the external prospective Moldova represents a buffer zone between the major geopolitical players, with the potential to turn into a geopolitical battleground state. The current situation in the region (armed conflict in Eastern Ukraine) adds security risks. Internally, while unresolved Transnistrian conflict is frozen, it remains a constant source of tension. Russia maintains military presence in the Transnistrian region of Moldova in the forms of the peacekeeping contingent, stationed in Moldova under the 1992 cease-fire accords, and of an operative group of Russian troops.<sup>2</sup> In addition, Moldova is vulnerable to the natural disasters (earthquakes, floods, droughts, etc.) that depending on the scale might require involvement of military in addressing the consequences. In this context, Moldova's defense capacity shall be further strengthened to ensure population's security.

The reform of the Defense Sector is also required for delivering on the commitments of the participation of the Republic of Moldova in NATO's Partnership for Peace and for the implementation of the Individual Plan of Actions for Partnership (IPAP). In line with these documents, the armed forces of the Republic of Moldova shall be interoperable with those of other partner countries and shall develop capacities that would allow to participate in multi-national operations, including joint peacekeeping. The Action Plan of the National Defense Strategy also sets an objective of an increased participation of the Republic of Moldova in international operations under UN's auspices through strengthening the capacities required.

The Project is in line to UNDP's priorities, as set forth in the UNDP Moldova Country Programme Document 2018 – 2022: to support the country's reform agenda, including overarching public administration and sectoral reforms, enhance institutional integrity and transparency through leveraging ICT and innovation, re-engineering and digitizing business processes, and offer innovative tools for collecting and processing disaggregated data that will inform policymaking.

UNDP has developed a long-standing strong partnership with the Ministry of Defense of Moldova through the implementation of a series of joint initiatives that fostered cooperation and exchange of best practice among South East Europe countries through provision of quick, effective, and demand-

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<sup>1</sup> UN Security Council, 20 February 2007 - [www.un.org/News/Press/docs/2007/sc8958.doc.htm](http://www.un.org/News/Press/docs/2007/sc8958.doc.htm)

<sup>2</sup> Moldova demands that Russian troops be withdrawn from Transnistria – Prime Minister at UN, [https://ru.espreso.tv/news/2017/09/22/moldova\\_trebuat\\_vyvesty\\_rossyyskiye\\_voyska\\_vz\\_prydnestrovya\\_premier\\_v\\_oon](https://ru.espreso.tv/news/2017/09/22/moldova_trebuat_vyvesty_rossyyskiye_voyska_vz_prydnestrovya_premier_v_oon)

driven technical support. UNDP supported enhancing national systems for the control of small arms and light weapons, building capacities, sharing knowledge and mainstreaming gender in the Security Sector through projects implemented by South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons (SEESAC) project.<sup>3</sup> In 2016, an integrated security system with video monitoring was established at the National Army military training polygon in Bulboaca. The modernization project was financed by the EU, and implemented by UNDP Moldova and SEESAC.<sup>4</sup>

The request of the Ministry of Defense towards UNDP to provide support in the implementation of this project also attests for the strong partnership leading to meaningful results.

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## II. STRATEGY

According to the Development Assistance Committee of the Organization for Economic Co-operation and Development (OECD-DAC), the priority focus of a defence reform shall be placed on strengthening the capacities for reviewing security threats and for responding to them. For this, an integrated approach to policy development, military expenditure, human resource planning, and management of military assets shall be introduced and implemented. The reform shall be promoted in training and career development of military personnel, and career transition and resettlement plans for those leaving the armed forces, based on ethnic and social balances and equal opportunity policies in the sector. These capacities will also contribute to strengthening regional military cooperation, confidence building, and arms control.

The Security Sector and the Defence Sector Reforms, as stated in the national strategic documents, such as the Strategy for the Security Sector Reform and the Strategy for the Defence Sector Reform supported by the Action Plan for 2017 - 2021, are designed with an objective to develop capacities that would respond to the strategic context by building militarily effective institutions ensuring that they remain responsive to the legitimate demands of a democratic society, abide by the principles of accountability and good governance; have representative composition in terms of gender, ethnicity and other factors; are trained and equipped to suit their strategic environment (which may include contributing to peacekeeping and regional security organisations); and abide by international law, thus contributing to national and international goals of peace and security. While a broader range of state institutions is being considered in the provision of security, the Ministry of Defence has one of key roles in ensuring security with the military seen as one instrument among many. The major challenge in reforming the defence system is to achieve efficiency, effectiveness, affordability, duty, political neutrality, human rights, justice and the development of civilian control through democratic institutions.

In line with the National Defence Strategy the Ministry of Defence shall be able to strengthen the mechanism of the mobilization of the national economy, population and territory. To achieve this objective, the Ministry needs modern automated tools, such as an electronic State Register of Mobilization Resources (SRMR). The SRMR will enable the Ministry of Defense to react more rapidly as well as mobilize and use available human (regular troops and militarily trained reserve contingent) and transport (military vehicles) resources more efficiently. The effective and efficient use of these resources is not only of great importance to combat any eventual military intervention,

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<sup>3</sup> <http://www.seesac.org>; [http://www.seesac.org/News-/First-Deployment-through-our-Regional-Security-Sector-Reform-Platform\\_1/](http://www.seesac.org/News-/First-Deployment-through-our-Regional-Security-Sector-Reform-Platform_1/)

<sup>4</sup> <http://www.army.md/?lng=3&action=show&cat=122&obj=4176#.Whvs9kpl9aQ>

but also to face the challenges of any unexpected natural or human-made disasters and their consequences.

Endowment with the physical infrastructure and modern equipment is an integral part of the capacity development, as knowledge and skills could be built and applied in certain physical conditions and enabling environment. Therefore, it is important that the development of the soft skills and introduction of e-tools is going in parallel with ensuring enabling physical environment and work conditions for the personnel.

As the Security Sector Reform processes are concerned with re-conceptualizing security and redesigning defense forces and structures to adjust them to the security needs of the state and its citizens, this could be accomplished only in accordance with the democratic requirements of representation, accountability and transparency. The defense force should reflect the society it is established to protect, including the defense of its core values such as citizenship and equality. A more balanced gender composition and representation of ethnic minorities, in turn, favors cohesion and effectiveness in increasingly multidimensional peace operations. Of course, a gender balance alone does not guarantee that defense reform will be gender responsive. The gender perspective in defense reform shall go beyond numbers and effectively respond to the needs of all, both women and men, girls and boys, in society. Integrating the gender perspective highlights the need to increase the representation of women in the security sector institutions through gender responsive recruitment, ensuring women's access to professional development courses and retention of women, but also changing the organizational culture through gender training and the integration of gender perspective in military education. Increased participation of women can strengthen civilian trust and operational effectiveness. Gender responsive internal initiatives, for instance specific policies in management, human resource management, communication, setting of codes of conduct, etc., can help prevent, address and sanction gender based discrimination and sexual harassment within the armed forces, as well as human rights violations that might be committed by security sector personnel while interacting with the civilians. The National Defense Strategy of the Republic of Moldova sets an objective of the integration of the gender perspective into the security and defense policy. It also talks about the need to ensure better gender balance in the human resources that would also help in implementing the commitments under the UN Security Council Resolution 1325 "Women, Peace and Security". The Government is currently working on the elaboration of the National Action Plan on Resolution 1325. These documents come in support of the effective implementation of the National Strategy on Ensuring Equality between women and men (2017-2021) Objective 4: "Ensuring the gender equality in the security and defence sectors". The Project will offer support in the practical implementation of the commitments of the Ministry towards advancing gender equality in the sector.

The reform of the Defence Sector is also required for delivering on the commitments of the participation of the Republic of Moldova in NATO's Partnership for Peace and for the implementation of the Individual Plan of Actions for Partnership (IPAP). In line with these documents, the armed forces of the Republic of Moldova shall be interoperable with those of other partner countries and shall develop capacities that would allow to participate in multi-national operations, including joint peacekeeping. The Action Plan of the National Defense Strategy also sets an objective of an increased participation of the Republic of Moldova in international operations under UN's auspices.

In line with the above, the Project **Objective** is: To contribute to the effective implementation of the Security Sector and Defense Sector Reforms as a means for ensuring security of men and women in the Republic of Moldova ultimately leading to the sustainable development of the country.

The Project will aim at achieving the Objective by providing support in capacity development of the Ministry of Defence through enhancing functional and operational capacities of the personnel, improving systems and processes, digitalization of data collection, processing and analysis, endowment with the modern equipment and mainstreaming gender equality.

### **The Theory of Change of the project is that**

**if**

- a) the Ministry of Defence capacities to plan, budget, develop and monitor policies, as well as effectively communicate internally and externally are enhanced
- b) and automated tools for evidence-based planning are developed and operational
- c) and modern equipment and improved physical infrastructure are used in the system
- d) and the Sector better reflects the society by designing and implementing gender responsive policies and practice

**then**

the Ministry of Defence will be better able to effectively ensure a secure environment for men and women in Moldova that is conducive to development, poverty reduction, good governance and rule of law

**because**

a progress will be achieved in the implementation of the Security Sector and the Defence Reforms in the Republic of Moldova and the State will be better able to mitigate its people's vulnerabilities through development, and to use a range of policy instruments to prevent or address security threats that affect society's well-being.

The project will consist of four Outputs: 1) Enhanced institutional capacities of the Ministry of Defence to effectively implement the sector reforms and international commitments; 2) High-performance IT solution able to collect, store, preserve, update and process the disaggregated data on mobilization resources developed and operational; 3) Up-to-date equipment procured and physical infrastructure rehabilitated, creating an enabling environment for effective operations of the Defence Forces; 4) Gender considerations are imbedded into institutional policy and practice ensuring their gender responsiveness and a better gender balance in the military and civilian staff, as well as in the peacekeeping units.

The project will build on the following strategic documents:

- National Strategy for the Security Sector Reform
- National Strategy for the Defence Sector Reform
- Individual Partnership Action Plan (IPAP) Republic of Moldova – NATO for 2017 – 2019 (Government Decision No.736 from 13.09.2017)
- UN Security Council Resolution 1325 “Women, Peace and Security”

The project interventions will build on UNDP's strong relationships with the Ministry of Defence of the Republic of Moldova and the extensive expertise in capacity development, as well as in gender equality and human rights mainstreaming. The Project will tap into the regional experience and best practice available through SEESAC.

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### **III. RESULTS AND PARTNERSHIPS**

The Project will aim at achieving the following results:

1. The Ministry of Defence has enhanced institutional capacities to effectively implement the sector reform;
2. The Ministry of Defence has capacity to make evidence-based military and civil protection decisions and to rapidly react to any emerging military or civil protection needs using high-performance IT solution able to collect, store, preserve, update and process the data on mobilization resources;
3. Enabling environment for effective operations of the Defense Forces created through the endowment by up-to-date equipment and rehabilitated physical infrastructure;
4. The Security Sector better reflects the society by designing and implementing gender responsive policies and practice and achieves a better gender balance in the military and civilian staff, as well as in the peacekeeping units.

**Output 1: Enhanced institutional capacities of the Ministry of Defence to effectively implement the sector reforms and international commitments**

The National Defense Strategy of the Republic of Moldova is based on the vision of the design and implementation of a viable and efficient system that is able to face the security challenges and to ensure preventing, discouragement and response to the eventual attacks against the sovereignty, independence, unity and territorial integrity of the country or against the security of its citizens. The Strategy includes the following objectives:

- 1) strengthening, developing and modernizing of the capacities of the national defense system;
- 2) adjusting the legal framework for ensuring the effective functioning of the national defense system in correlation with other sectors necessary for an integrated planning of the defense;
- 3) developing capacities for meeting the commitments with the view at the international security and stability and strengthening of peace.

The Project will provide support in achieving of the above-stated objectives through offering expert advice, sharing best regional practice and training of the personnel. In addition, as it is of the utmost importance that the process and the results of the reform in the sector are widely communicated internally to get a buy-in of the staff, and externally, to embed the feelings of the increased security of the population of the country and a strong trust in the capacities developed for the international military cooperation among the foreign partners, the Project will provide assistance in enhancing the communication functions and skills at the Ministry. In particular, given the specific situation in the citizen's diverse attitude to Moldova's collaboration with NATO, a strong focus shall be placed on developing and implementing communication tools that would ensure effective communication about the benefits of this cooperation for an enhanced security of men and women. The project will support strengthening of the Ministry's internal and external communication by supporting the review and update of the Communication Strategy and its Action Plan and will offer effective communication tools (Guidance, SOPs, templates, etc.) and communication capacity development activities for senior staff and public relations/press units.

**Indicative activities:**

- 1.1 Capacity development in the areas of planning, programming and evaluation of the armed forces, of the activities and resources of the national defense system and of programme-based and gender responsive budgeting through training and expert support;
- 1.2 Developing capacities for the identification, anticipation, prevention and response to the eventual risks and challenges in the area of the national security;
- 1.3 Elaboration and implementation of the next sector-wide Communication Strategy and its Action Plan to ensure transparency of actions and openness to public scrutiny as a precondition for public

- confidence—particularly in the event of a crisis situation, including a consistent policy on what information can be released to the public;
- 1.4 Building capacities for the effective management of media and public relations through trainings targeting senior staff and public relations/press units in day-to-day media relations management and developing policy guidelines and communication tools to be consistently applied in communication, including in crisis situations.

## **Output 2: Endowment of the Ministry of Defense with a modernized system of the e-Register of Mobilization Resources**

The national defense system shall be able to plan and carry out operations on the entire territory of the country in cases of an external security threat or to ensure the participation of military in case of a severe natural disasters or emergency situations of other character. For this it needs a modern system of data collection and processing on the military and civilian staff, reservists and means of transportation. In 2016 the Ministry of Defense started the collaboration with UNDP on re-engineering of the State Register of Mobilization Resources (SRMR) on an e-platform as a key component of the Ministry's integrated IT system. This activity was part of UNDP electoral assistance project, and was aimed at ensuring the transfer of data on the military personnel from the SRMR to the State Register of Voters. As a result, the Business Analysis of the SRMR was performed, and a complex Technical Design with specified infrastructure and interfaces for the new IT System was produced in line with the new technical and architectural requirements for the Government data exchange and interoperability framework. The Technical Specifications needed for the next development and implementation phases of the Register were approved by the Ministry of Defense.

The next immediate step is the IT programming of the SRMR, that will also include security and stress testing, commissioning, piloting and training. The re-engineered SRMR will have imperative and useful functionalities that will allow the MoD to effectively and efficiently track available human resources and vehicles, required for the national defense system, along with a tangible positive impact on the central and local public administration, and the citizens.

The Ministry of Defense will provide in-kind contribution to the project, estimated at approx. 15% of the total cost, by offering the necessary office space for the system's Developer Company staff and the platform for discussion and product-testing. The Ministry has already procured the equipment (PCs and servers) to set up the necessary infrastructure for the re-engineered SRMR. The Ministry of Defense will also establish a working group to be responsible for data migration from different paper and electronic sources into the new system.

The SRMR will consolidate an exhaustive collection of data to ensure quick records on and the efficient management of recruits and mobilization resources (reservists and vehicles) and provide the Ministry of Defense and other relevant authorities with:

- accurate, reliable and up-to-date data on mobilization resources for the purpose of planning and decision making;
- complete and qualitative tracking of human resources and vehicles of the Armed Forces in peacetime and when mobilization is announced;
- registration of the reservists mobilized at the place of work during the mobilization period and in wartime;
- reduced time required and improved quality of the administration of complex processes of collecting and managing the data on mobilization resources;
- reduced corruption risks and enhanced transparency of the processes;
- reduced operational costs;



- eliminated need to submit paper copies of documents by the military personnel/reservists to the Military Centers or Military Units and their time and money saved;
- rapid response of state institutions in case of natural disasters, techno-genic accidents, military conflicts to ensure safety of all citizens, both women and men, and their assets;
- quick data on mobilization resources delivery in case of emergency situations or war;
- enhanced country defense capacity in the context of extraordinary situations or war.

The SRMR will display data access interfaces for all relevant IT sub-systems of the MoD, and it will have an off-line exchange of data with certain specific IT systems of the Moldovan Central Public Authorities with the aim to receive or deliver data in compliance with the current legislation, based on high confidentiality norms. The system will respond to the objectives established in a series of the national strategic documents<sup>5</sup> and to Moldova's international commitments.<sup>6</sup>

**Indicative activities:**

- 2.1 Elaboration of the software for the SRMR;
- 2.2 Performing security and stress testing of the developed system and further improvement;
- 2.3 Commissioning of the SRMR to the Ministry of Defense and piloting;
- 2.4 Training of the relevant staff on the use of the SRMR.

**Output 3: Endowment with the modern equipment and rehabilitation of the physical infrastructure conducive to the effective operations in line with the National Defense Strategy**

Endowment with the physical infrastructure and modern equipment is an integral part of the capacity development, as knowledge and skills could be built and applied in certain physical conditions and enabling environment. The resources that the Government of the Republic of Moldova allocates to Defense Sector are scarce and far below the actual needs. At the same time, the national procurement system is still not always ensuring the value for money, procurement of the relevant quality goods for the best available prices, and at the same time contains corruption risks. Insufficient procurement capacities of the Ministry's staff, cumbersome and excessively bureaucratic procedures, lack of access to the external markets also negatively affect the efficient endowment of the Armed Forces with the necessary equipment and goods.

The Project will support the implementation of the parts of the National Defense Strategy and its Action Plan that aim at the development of capacities required for the logistical and medical functions, and the replacement of the old outdated equipment with the modern one that would ensure an effective operation of the Armed Forces taking into account the needs of both male and female members of the AFs, and increase their potential for the participation in the international cooperation. At the same time, the project will develop capacities of procurement staff of the Ministry through capacity transfer and exposure to the best international standards in procurement that are applied by UNDP. This will contribute to Building Integrity Initiative promoted by NATO in its cooperation with the Republic of Moldova and other partner states that aims at ensuring the transparent and accountable defense institutions.<sup>7</sup>

**Indicative activities:**

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<sup>5</sup> The Strategic Program for Governance Technological Modernization (E-Transformation)" (Government Decision No.710, from 20.09.2011); Government of the Republic of Moldova Programme 2016-2018 (Government Decision No.680 from 30.09.2015); Defence Planning Guidelines for 2016 - 2017 (Order of the Minister of Defence No.1 from 18.09.2015).

<sup>6</sup> Defense capacity building initiative (DCBI) offered by NATO to the Republic of Moldova at the Wales Summit; Individual Partnership Action Plan (IPAP) Republic of Moldova – NATO for 2014 - 2016 (Government Decision No.641 from 30.07.2014).

<sup>7</sup> [https://www.nato.int/cps/ic/natohq/topics\\_68368.htm](https://www.nato.int/cps/ic/natohq/topics_68368.htm)

- 3.1 Capacity transfer for planning and budgeting, as well as the implementation of procurement of goods and works;
- 3.2 Procurement of the equipment and goods, taking into account the needs of both male and female members of the AFs, using UNDP's procurement rules and standards and access to the external markets;
- 3.3 Procurement of works for the rehabilitation of the National Army's physical infrastructure;
- 3.4 Strengthening the integrity of the Ministry of Defense's procurement system through the elaboration of the personnel Code of Conduct, and training.

#### **Output 4: Strengthen Gender Equality norms, standards and practice**

The Security Sector reform is concerned with re-conceptualizing security and redesigning defense forces and structures to adjust them to the security needs of the state and its citizens. This could be accomplished only in accordance with the democratic requirements of representation, accountability and transparency. The defense force should reflect the society it is established to protect, including the defense of its core values such as citizenship and equality. A more balanced gender composition of the defense forces improves representation, strengthens ethics and the internal culture, brings army closer to people and favors cohesion and effectiveness in increasingly multidimensional peace operations.

The integration of the gender perspective in Security and Defense Sector Reforms is important for the effective delivery of security services, and oversight and accountability of the security sector, as men, women, boys and girls have different security needs and priorities. Integrating the gender perspective also highlights the need to support the establishment of representative and non-discriminatory security sector institutions – increased participation of women can strengthen civilian trust and operational effectiveness. Gender responsive internal initiatives, for instance specific policies in management, human resource policies and management communication, setting of codes of conduct, etc., can help prevent, address and sanction sexual harassment within the armed forces, as well as human rights violations that might be committed by security sector personnel while interacting with the civilians.

Advancing gender equality in the Armed Forces is also important for the participation in peacekeeping, that has become much more complex, while peacekeepers are involved in tasks which go beyond providing traditional security. Peacekeepers often are tasked with service provision to local communities, rebuilding institutions or ensuring free elections. Diversity in force composition and gender mainstreaming in operations enables the defense sector to better perform such tasks.<sup>8</sup> However, even without formal barriers, in practice there are often ceilings to women's career advancement, widespread sexual harassment and other forms of discrimination. In addition, defense sector personnel themselves are often guilty of sexual harassment and Gender Based Violence (GBV), perpetrated against both their colleagues and civilians. For example, in 2006, an independent study revealed that more than two thirds of servicewomen in the UK Ministry of Defense had a direct experience of sexual harassment, while a survey by the US Department of Defense from 2000 found that 80% of active-duty service member respondents had heard offensive speech, derogatory names or jokes about gay men and lesbians, and 37% had witnessed or experienced anti-gay harassment.<sup>9</sup> There are no available data on the up-to-date situation in the Defense Forces of the Republic of Moldova, though as the Army reflects the situation in the society at large, sexual harassment and sexism are present in the Army and shall be addressed.

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<sup>8</sup> UNDP. Gender and Security Sector Reform Toolkit. Tool 3, p. 3.

<sup>9</sup> UNDP. Gender and Security Sector Reform Toolkit. Tool 4.

UNDP's approach in South East Europe has been to work to advance gender equality in the security sector through support for gender equality mechanisms, ensuring more gender responsive recruitment, professional development and retention of women; and changing the organizational culture through training and education.<sup>10</sup>

In Moldova, a particular attention shall be paid to enlarging the knowledge of gender aspects and developing specific capacities, as they are generally still inadequate to support effective gender mainstreaming in the sector. This relates to capacity in terms of skills, knowledge (legal/policy compliance requirements and theoretical frameworks) and the amount of human, financial and logistical resources devoted to the coordination of gender programming and compliance monitoring.

A Study commissioned by UN Women in 2016 states that the specific national legislation does not include detailed provisions on the gender equality or elaborate on specific needs of men and women related to the defense sector, that the Ministry of Defense has not developed internal Codes of Conduct or specific policies aiming at promoting gender equality, or on preventing sexual harassment. The policies on staff retention and promotion do not include specific women-related provisions, and the training on gender issues is not part of the staff training programme. The Study comes with a series of recommendations aiming at removing the barriers for an enhanced gender equality in the sector<sup>11</sup> that will be used in the implementation of this Project Output.

#### **Indicative activities:**

- 4.1 Provide expert support for carrying out a Gender Audit of the Ministry of Defense and the National Army to assess the compliance of the internal policies and practice with the norms and standards of gender equality. As an alternative, a UNDP-developed self-assessment methodology regarding the compliance with the Gender Equality Seal benchmark matrix might be used.
- 4.2 Facilitate a participatory elaboration of a Gender Equality Action Plan based on the Gender Equality Seal benchmarks and indicators;
- 4.3 Provide expert support in a review of the Human Resource Management internal policy and practice, including recruitment, motivation, retention, promotion and performance evaluation of staff and the following implementation of the revised policies;
- 4.4 Train the senior and mid-level managers on gender equality and train a team of trainers that will cascade the training down to the military units and all personnel in the system;
- 4.5 Support a wide awareness raising campaign within the Defense system to promote a 'zero tolerance' approach to sexual harassment and sexual abuse and to strengthen the prevention of the GBV and sexual harassment.

#### ***Partnerships***

Partnerships will be established with the CSOs, and in particular, organizations representing the interest of the personnel of the Defence sector, organisations promoting gender equality and the organisations implementing projects in the Security Sector. The Project will coordinate the activities with other relevant interventions of NATO and OSCE, and will regularly inform the wider external partners' community about the developments in the area through the invitation to the meetings of the Project Steering Committee and by other means. UNDP SEESAC Regional Programme will be engaged and consulted on Regional cooperation, gender training of team of

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<sup>10</sup> See: UNDP SEESAC, Guidelines for Gender Sensitive Policing in South East Europe; The Position of Women in the Armed Forces in the Western Balkans (<http://www.seesac.org/Gender-and-Security/>)

<sup>11</sup> Vadim Vieru. Raport legislativ. Analiza standardelor internaționale și cadrului legislativ național în domeniul egalității de gen în sectorul de securitate și apărare. UN Women, 2016, p. 71 – 72, at: <http://egalitadedegen.md/biblioteca/femeile-pacea-si-securitatea/#>

trainers and Knowledge Sharing. The project will seek synergies with ongoing development assistance initiatives in the sector and will partner with relevant institutions to connect with experts and partners.

### ***Risks and Assumptions***

The Project results depend on the assumptions that:

- There is a strong political will to further strengthen the security sector in the Republic of Moldova and make it more transparent and inclusive;
- The Ministry of Defence has a strong commitment to implement the Security Sector and Defence Reform Strategies and Action Plans;
- The beneficiary institution and relevant subordinated units effectively engage in the implementation of the Project and offer their time staff and financial resources;
- The Government of the Republic of Moldova supports the implementation of the Security Sector and Defence Reform Strategies and Action Plans by the adoption of relevant policies and allocation of financial resources.

The detailed Risk Log is in the Annex III.

### ***Stakeholder Engagement***

The key partners from the beneficiary institution were closely involved in the design of the Project and the activity plan. Additionally, representatives of NATO that provides assistance to the Ministry of Defence under IPAP had been consulted, and an agreement on close coordination of interventions, as well as on potential co-financing of the Project has been achieved. The Project Team will be located at the Ministry of Defence's premises in order to ensure day-to-day interaction and capacity transfer.

Civil society organisations, in particular, the organisations representing the interest of the Ministry of Defence's personnel, organisations promoting human rights and gender equality and those implementing projects in the security sector will be part of the consultation processes on policy proposals to be elaborated with the Project's support. Through the consultation processes, the Project will ensure that concerns regarding the social impact of the reform are considered.

### ***Target Groups***

The Project target groups are the senior and middle level management of the Ministry of Defence, Human Resource Department, Procurement Service, Medical Service, and Logistical Service, as well as relevant civil servants and military staff of the Ministry. The target groups will be engaged in the design, implementation and evaluation of Project activities.

The Project will not have any adverse social and environmental impacts. Project's Social and Environmental Screening is enclosed as Annex II.

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

The Project has been designed upon request and in close coordination with the Ministry of Defence and other partners during the drafting phase. This attests for a strong ownership of the national partners over Project objectives. The Project has been designed according to a best-researched, evidence-based approach and is in line with national development priorities. The intervention addresses the needs of the Ministry of Defence in line with the National Security Sector Strategy,

the National Defence Strategy, their Action Plans and the Republic of Moldova's international commitments in the area. Thus, the institutional support to the Project and the political will in terms of its success and sustainability is safeguarded from the outset. As the Project aims to invest into systems, processes, internal policies and standards, staff capacity and the physical infrastructure, the investment will stay with the institution and staff, thus being sustainable. Due to the national ownership ensured through the planning process, the Project will build capacities by implementing activities in a calibrated way, considering national capabilities for policy and Project implementation and creating conditions for context-specific innovations and solutions to emerge, which can be shared, all increasing the sustainability of the Project interventions. The Project will also build on the synergies with other assistance interventions to the sector in order to achieve stronger results and ensure cost-efficiency.

The proposed priorities, objectives and procedures of the Project are aligned with the overall programmatic framework and planned results of UNDP Moldova 2018-2021 Country Programme Document.

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#### **IV. PROJECT MANAGEMENT**

##### *Cost Efficiency and Effectiveness*

The project will build on the available resources offered by the Government of the Republic of Moldova and UNDP Moldova and will undertake further resource mobilisation efforts and engagement with other Donors. The operational and implementation costs will be reduced by: a) linking activities with ongoing projects that implement similar activities (development of E-Systems and e-registers, medical equipment and medicine procurement, ICT equipment procurement, gender equality and human rights mainstreaming, and rehabilitation of the physical infrastructure) by sharing experts and implementing procurement jointly.

##### *Project Management*

The Project will be implemented under Support to the National Implementation Modality (Support to NIM), as described in chapter VIII below. The Project Team will be located in the premises offered by the Ministry of Defence as in-kind contribution to the Project. UNDP Country Office will provide programmatic, quality assurance, procurement and financial management support, and the costs incurred will be charged to the Project budget. The Project will work in close collaboration with other UNDP Moldova Projects. The Project Team will look for synergies with other Projects that might allow for joint activities and for cost-sharing of the activities to achieve higher value for money.

The National Defense Science and Engineering Graduate Fellowship Program is a merit-based program that provides graduate students with the opportunity to conduct research in defense-related fields. The program is open to U.S. citizens and permanent residents who are currently enrolled in a graduate program in a field of study that is directly related to national defense. The program is administered by the National Science Foundation (NSF) and the Department of Defense (DoD). The program is a highly competitive program and is open to a limited number of students each year. The program is a valuable opportunity for students to gain research experience and to contribute to the national defense effort.

The program is open to students who are currently enrolled in a graduate program in a field of study that is directly related to national defense. The program is a highly competitive program and is open to a limited number of students each year. The program is a valuable opportunity for students to gain research experience and to contribute to the national defense effort.

## VI. THE NATIONAL DEFENSE SCIENCE AND ENGINEERING GRADUATE FELLOWSHIP PROGRAM

The National Defense Science and Engineering Graduate Fellowship Program is a merit-based program that provides graduate students with the opportunity to conduct research in defense-related fields. The program is open to U.S. citizens and permanent residents who are currently enrolled in a graduate program in a field of study that is directly related to national defense. The program is administered by the National Science Foundation (NSF) and the Department of Defense (DoD). The program is a highly competitive program and is open to a limited number of students each year. The program is a valuable opportunity for students to gain research experience and to contribute to the national defense effort.

### 1. PURPOSE AND OBJECTIVES

The purpose of the National Defense Science and Engineering Graduate Fellowship Program is to provide graduate students with the opportunity to conduct research in defense-related fields. The program is a merit-based program and is open to a limited number of students each year. The program is a valuable opportunity for students to gain research experience and to contribute to the national defense effort. The program is administered by the National Science Foundation (NSF) and the Department of Defense (DoD).

## V. RESULTS AND RESOURCES FRAMEWORK (RRF)

INTENDED OUTPUTS	INDICATIVE INTERVENTIONS	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1</b> Enhanced institutional capacities of the Ministry of Defence to effectively implement the sector reforms and international commitments</p> <p><b>Indicator 1.1:</b> No. of staff (men/women) with strengthened capacities in planning, programming and evaluation of the armed forces, activities and resources of the national defense system and in programme-based budgeting</p> <p><b>Baseline 1.1:</b> No specialized capacity development programmes implemented</p> <p><b>Target 1.1:</b> XX staff with strengthened capacities</p> <p><b>Means of Verification 1.1:</b> Training evaluation reports</p>	<p>1.1 Training and expert support in the areas of planning, programming and evaluation of the armed forces, activities and resources of the national defense system and of programme-based budgeting</p>	<p>UNDP Ministry of Defense</p>	<p>International Consultants, National Consultants, Companies/Goods and Services, Direct Project Costs, Project Management costs USD 475,000</p>
<p><b>Indicator 1.2</b> No. of staff (m/w) with strengthened capacities in the identification and response to the risks and challenges for the State security;</p> <p><b>Baseline 1.2:</b> No specialized capacity development programmes implemented</p> <p><b>Target 1.2:</b> XX staff with strengthened capacities</p> <p><b>Means of Verification 1.2:</b> Training evaluation reports</p>	<p>1.2 Training and expert support in the areas of identification, anticipation, prevention and response to the risks and challenges in the area of the State security</p>		
<p><b>Indicator 1.3:</b> Communication Strategy and the Action Plan developed and approved</p> <p><b>Baseline 1.3:</b> Communication Strategy outdated</p> <p><b>Target 1.3:</b> Communication Strategy and the Action Plan implemented at 80%</p>	<p>1.3 Elaboration and implementation of the Communication Strategy and the Action Plan</p>		

<p><b>Means of Verification 1.3:</b> MoD Annual Reports, Project Reports</p> <p><b>Indicator 1.4:</b> Communication policy guidelines and communication tools developed</p> <p><b>Baseline 1.4:</b> Communication policy guidelines and tools absent</p> <p><b>Target 1.4:</b> Communication policy guidelines and communication tools applied in the day-to-day work</p> <p><b>Means of Verification 1.4:</b> MoD Website, Project Reports</p>	<p>1.4 Training and expert support for developing communication policy guidelines and tools</p>	<p>UNDP Ministry of Defense</p>	<p>National Consultants, Companies/ Services, Direct Project Costs, Project management costs USD 200,000</p>
<p><b>Output 2</b></p> <p>High-performance IT solution able to collect, store, preserve, update and process the disaggregated data on mobilization resources developed and operational</p> <p><b>Indicator 2.1:</b> Progress in the elaboration and operationalization of the State Register of Mobilization Resources (SRMR)</p> <p><b>Baseline 2.1:</b> State Register of Mobilization Resources (SRMR) absent</p> <p><b>Target 2.1:</b> State Register of Mobilization Resources (SRMR) developed and operational</p>	<p>2.1 Elaboration of the software for the State Register of Mobilization Resources (SRMR) and training of the relevant staff on the use of the SRMR</p>	<p>UNDP Ministry of Defense</p>	<p>National Consultants, Companies/Goods and Services, Direct Project Costs, Project management costs USD 1,700,000</p>
<p><b>Output 3</b></p> <p>Up-to-date equipment procured and physical infrastructure rehabilitated, creating an enabling environment for effective operations of the Defence Forces</p> <p><b>Indicator 3.1:</b> Share of the equipment procured out of total requested by the Ministry</p> <p><b>Baseline 3.1:</b> None of the equipment procured</p> <p><b>Target 3.1:</b> 100% of equipment requested by the Ministry procured and installed</p> <p><b>Means of Verification 3.1:</b> Documentation on the transfer of the equipment from UNDP to MoD</p>	<p>3.1 Procurement of the equipment and goods as per the needs identified by the MoD</p>	<p>UNDP Ministry of Defense</p>	<p>National Consultants, Companies/Goods and Services, Direct Project Costs, Project management costs USD 1,700,000</p>



<p><b>Indicator 3.2:</b> Share of the physical infrastructure rehabilitated out of total requested by the MoD  <b>Baseline 3.2:</b> None of the works implemented  <b>Target 3.2:</b> 100% of the physical infrastructure rehabilitated out of total requested by the MoD  <b>Means of Verification 3.2:</b> Documentation on commissioning the rehabilitated infrastructure</p> <p><b>Indicator 3.3:</b> Code of Conduct for the MoD Procurement staff developed  <b>Baseline 3.3:</b> Code of Conduct absent  <b>Target 3.3:</b> Code of Conduct for the MoD Procurement staff effectively applied  <b>Means of Verification 3.1:</b> MoD Annual Reports</p> <p><b>Output 4</b>  Gender considerations are imbedded into institutional policy and practice ensuring a better gender balance in the military and civilian staff, as well as in the peacekeeping units.</p> <p><b>Indicator 4.1:</b> Gender Audit carried out  <b>Baseline 4.1:</b> Assessment of the compliance of MoD policies and practice with the gender equality norms and standards absent  <b>Target 4.1:</b> MoD Gender Action Plan approved  <b>Means of Verification 4.1:</b> MoD Annual Reports, Project Reports</p> <p><b>Indicator 4.2:</b> Review of the Human Resource Management internal policy and practice  <b>Baseline 4.2:</b> Review of the Human Resource Management internal policy and practice absent  <b>Target 4.2:</b> Recommendations of the Review of the Human Resource Management internal policy and practice implemented</p>	<p>3.2 Procurement of works for the rehabilitation of the National Army's physical infrastructure</p> <p>3.3 Support the elaboration of the Code of Conduct for the Procurement staff</p>	<p>UNDP  Ministry of Defense</p>	<p>National Consultants, Companies/Goods and Services,  Direct Project Costs,  Project management costs  USD 125,000</p>
<p><b>Indicator 3.2:</b> Share of the physical infrastructure rehabilitated out of total requested by the MoD  <b>Baseline 3.2:</b> None of the works implemented  <b>Target 3.2:</b> 100% of the physical infrastructure rehabilitated out of total requested by the MoD  <b>Means of Verification 3.2:</b> Documentation on commissioning the rehabilitated infrastructure</p> <p><b>Indicator 3.3:</b> Code of Conduct for the MoD Procurement staff developed  <b>Baseline 3.3:</b> Code of Conduct absent  <b>Target 3.3:</b> Code of Conduct for the MoD Procurement staff effectively applied  <b>Means of Verification 3.1:</b> MoD Annual Reports</p> <p><b>Output 4</b>  Gender considerations are imbedded into institutional policy and practice ensuring a better gender balance in the military and civilian staff, as well as in the peacekeeping units.</p> <p><b>Indicator 4.1:</b> Gender Audit carried out  <b>Baseline 4.1:</b> Assessment of the compliance of MoD policies and practice with the gender equality norms and standards absent  <b>Target 4.1:</b> MoD Gender Action Plan approved  <b>Means of Verification 4.1:</b> MoD Annual Reports, Project Reports</p> <p><b>Indicator 4.2:</b> Review of the Human Resource Management internal policy and practice  <b>Baseline 4.2:</b> Review of the Human Resource Management internal policy and practice absent  <b>Target 4.2:</b> Recommendations of the Review of the Human Resource Management internal policy and practice implemented</p>	<p>4.1 Assess the compliance of the internal policies and practice with the norms and standards of gender equality and facilitate a participatory elaboration of a Gender Equality Action Plan</p> <p>4.2 Provide support in a gender-sensitive review of the Human Resource Management internal policy and practice</p>	<p>UNDP  Ministry of Defense</p>	<p>National Consultants, Companies/Goods and Services,  Direct Project Costs,  Project management costs  USD 125,000</p>

<p><b>Means of Verification 4.2:</b> MoD Annual Reports, Project Reports</p> <p><b>Indicator 4.3:</b> No. of senior and mid-level managers trained as trainers on the issues of gender equality (men/women)</p> <p><b>Baseline 4.3:</b> No previous ToT of senior and mid-level managers on the issues of gender equality</p> <p><b>Target 4.3:</b> Trained senior and mid-level managers cascade down training on the issues of gender equality</p> <p><b>Means of Verification 4.3:</b> MoD Annual Reports, Project Reports</p> <p><b>Indicator 4.4:</b> No. of information and awareness raising activities produced and distributed</p> <p><b>Baseline 4.4:</b> No previous awareness raising campaigns on sexual harassment</p> <p><b>Target 4.4:</b> 'zero tolerance' policy on sexual harassment and sexual abuse uniformly applied in the system</p> <p><b>Means of Verification 4.4:</b> MoD Annual Reports, Project Reports</p>	<p>4.3 Train the senior and mid-level managers on the issues of gender equality and train a team of trainers that will cascade the training down to the military units and all personnel in the system;</p> <p>4.4 Support a wide awareness raising campaign within the Defense system to promote a 'zero tolerance' approach to sexual harassment and sexual abuse and to strengthen the prevention of the GBV and sexual harassment</p>	
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## VI. MONITORING AND EVALUATION

Monitoring is a continuous function that aims primarily to provide the main stakeholders of this Project with early indications of the quality, quantity and timeliness of progress towards delivering intended results. Therefore, all Project activities will be subject to continuous monitoring by Project implementers and beneficiaries against the indicators determined in the Project plans. Effective monitoring requires assessment of Project progress against the plan and management of any exceptions. The Project Document and any detailed work plans provide a basis for progress assessment. In carrying out such monitoring activities, the following tools are set up and should be regularly updated in different timeframes.

A detailed Annual Work Plan (AWP) will be developed containing the information on the schedule of deliverables, timeframes, responsible parties, and estimated detailed costs of the actions. In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners	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.	UNDP Ministry of Defence	
<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. 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.	UNDP Ministry of Defence	
<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 by the project team and used to inform management decisions.	UNDP Ministry of Defence	
<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	Annually	Areas of strength and weakness will be reviewed by project management and used to inform	UNDP Ministry of Defence	

	and to inform management decision making to improve the project.		decisions to improve project performance.		
<b>Review and Make Course Corrections</b>	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 Ministry of Defence	
<b>Project Report</b>	Progress reports 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)	The Reports will present the analysis of the progress achieved against the agreed indicators and any deviations from the agreed Work Plans.		
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least two times per year	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

**VII. MULTI-YEAR WORK PLAN**

**Annex 4**

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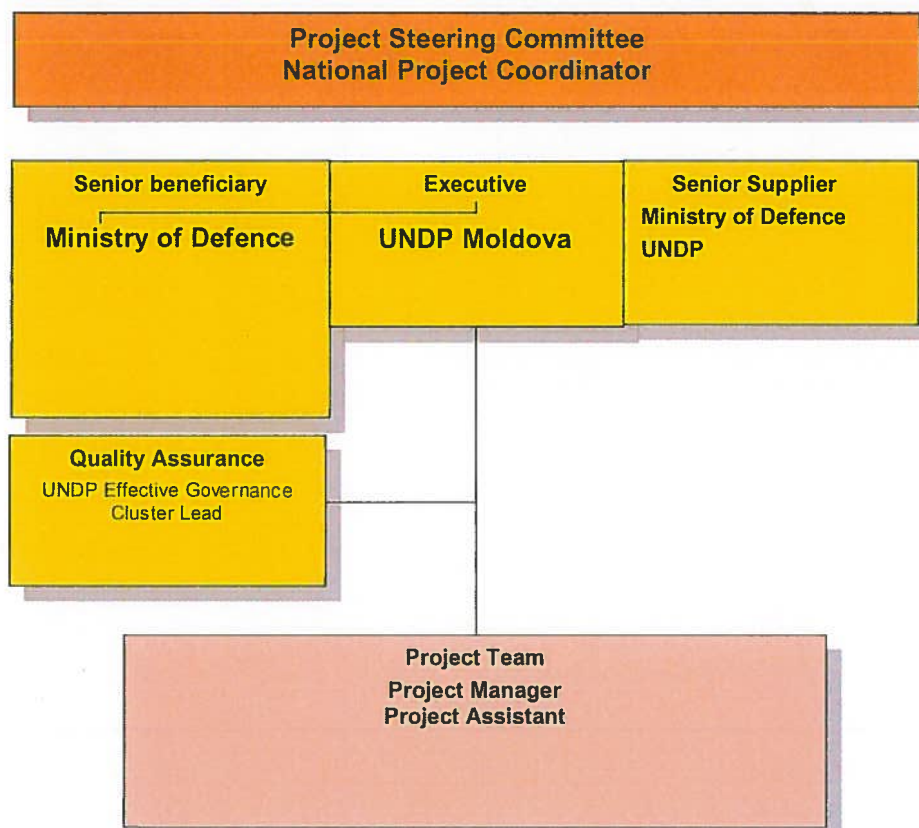
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## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The Project will be implemented under Support to the National Implementation Mechanism (Support to NIM). The Ministry of Defense will be the Project's Implementing Partner.

UNDP Moldova will be responsible for the Project administration, including: organizing implementation of Project activities, procurement of goods and services, recruitment of Project personnel and national and international consultants, connecting to national and international expertise and knowledge networks, and the quality assurance, ensuring the timely and expedient implementation of Project activities, including the provision of continuous feedback and information sharing among stakeholders.

A Steering Committee shall be set up and function as an overall management structure for the Project to oversee transparency, accountability and efficiency of the Project operations as well as assess opportunities, risks and political challenges and link the project to other relevant Government and development partners' initiatives. Most importantly, the Steering Committee will approve the Annual Work Plans and the Progress and the Final Reports prepared by the Project and will take decisions on mid-year changes in Project activities or financial allocations, if any.

**The Project Steering Committee** shall be made up of:

Members (with a voting power):

- Minister of Defense of the Republic of Moldova or a person nominated by the Minister of Defense as the National Project Coordinator;

- Representative of the Working Group established by the Ministry of Defense for the implementation of the project
- UNDP Deputy Resident Representative;
- Project Donors' representative/s;
- Representative of NATO Liaison Office in Moldova;
- Representative of the Ministry of Economy and Infrastructure;
- NATO Center for Information and Documentation;
- IDIS-Viitorul NGO
- Gender-Centru NGO
- Association for Foreign Policy NGO

Observers:

- Representatives of the Working Group established by the Ministry of Defense for the implementation of the project;
- Representative of the State Chancellery;
- Representative of the Ministry of Finance;
- Representative of the Trade Unions' Federation of the Republic of Moldova;
- Other multi-lateral or bi-lateral partners – EU Delegation, OSCE, Embassies, etc., as relevant.

The Project Steering Committee will hold meetings on a semi-annual basis, or more frequently if deemed necessary. The Committee will monitor Project progress, decide on strategic decisions to ensure continued coherence between the implementation and goals and objectives, decide on the annual work plans and budgets, revise annual plans and budgets, as well as requests for funds presented by UNDP. Amendments to the budget, including use of contingencies, will be subject to the approval of the Project Steering Committee.

The Steering Committee will be chaired by the National Project Coordinator. The National Project Coordinator will be responsible for convening the Project Steering Committee meetings, signing the Project Annual Work Plans and Budgets approved by the Steering Committee, and the Quarterly and Annual Project Combined Delivery Reports generated by UNDP financial systems, as well the Budget Revisions, as necessary,

Day to day coordination between UNDP Project Team and the beneficiaries will be facilitated by the designated focal points from the Ministry of Defense.

**Execution of the Project**

UNDP shall be responsible for the overall management and administration of the Project, primarily regarding the responsibility for the achievement of the outputs and the stated outcome. The Project activities will be implemented by UNDP. UNDP will be accountable to the Project Steering Committee for the use of Project resources. UNDP will ensure that communication; consultations and review discussions are held on an on-going basis. During the Project implementation, synergies and linkages with other on-going projects, in the areas of democratic governance, gender and human rights implemented by UN agencies will be maintained and strengthened.

The Project Team will monitor progress towards the Project's objectives and report to UNDP and to Donors accordingly. UNDP will delegate managerial duties for the day-to-day running of the Project to the Project Manager, selected by UNDP through a competitive and transparent selection process.

The Project Manager has the authority to run the Project on a day-to-day basis on behalf and within the constraints laid down by the Project Steering Committee. The Project Manager is responsible for day-to-day management and decision-making for the Project. The Project Manager's prime responsibility is to ensure that the Project produces the results specified in the Project Document within the specified constraints of time and cost. The Project Manager will be in charge for preparing progress and final reports to be submitted to the donor. The Project Manager is responsible for implementation of Monitoring and Evaluation framework. The Project Manager will report directly to the UNDP Cluster Lead.

Organizational, administrative, procurement, financial and other related issues will be provided by UNDP Moldova through Project Associate, as well as by the relevant Units (Operations, HR, Procurement, IT, Finance) at the UNDP Country Office.

The Project Manager and the Project Assistant will form the Project Team. The Project Team shall have the capacity to motivate people and to build relationships with colleagues, partners, beneficiaries, government authorities, donor organizations and other stakeholders.

Detailed descriptions of duties of the Project Manager and the Project Assistant shall be reflected in their Terms of References.

### **Project Quality Assurance**

The Project quality assurance is provided by UNDP Effective Governance Cluster Leader and Programme Associate. Quality assurance on implementing a Project is conducted to achieve Project outputs as defined in the Project Document/Annual Work Plan through implementation and monitoring. The Project Team will support the Cluster Leader and the Programme Associate by carrying out objective and independent Project oversight and monitoring functions. The Project Team ensures appropriate Project management milestones are managed and completed. The Project Team conducts meetings with stakeholders and targeted institutions to ensure the Project is on track, in line with strategic priorities and takes in to account emerging needs.

### **Audit arrangements**

The Project is subject to standard UNDP audit arrangements. Being a subsidiary organ of the UN General Assembly and fully a part of the United Nations, UNDP enjoys a special status deriving from the UN Charter, the general legal framework of the UN, including the privileges and immunities enjoyed by the organization pursuant to the Convention on the Privileges and Immunities of the UN adopted by the General Assembly in 1946. In accordance with this status, audits of UNDP are guided by the 'single audit' principle. Under that principle, any review by any external authority, including any governmental authority, is precluded under regulation 7.6 of the Financial Regulations and Rules of the United Nations, which provides that "the Board of Auditors shall be completely independent and solely responsible for the conduct of audit." This principle was reaffirmed by the General Assembly in its resolution 59/272: "The General Assembly [...] 11. Reaffirms the role of the Board of Auditors and the Joint Inspection Unit as external oversight bodies, and, in this regard, affirms that any external review, audit, inspection, monitoring, evaluation or investigation of the Office can be undertaken only by such bodies or those mandated to do so by the General Assembly".

### **Financial management**

Financial management of the project will be conducted under UNDP Financial Regulation and Rules (FRR). FRR are regulations that govern the financial management of the United Nations Development Programme and shall apply to all resources administered by UNDP and to all the Funds and Programmes administered by the Administrator. They ensure acceptable levels of controls, as well as separation of duties. The new FRR are issued effective 1 January 2012, and govern the broad financial management of UNDP and the funds administered by UNDP, including the budgeting and



accounting of resources. They have been updated to reflect the adoption of IPSAS and its terminology; and the revised harmonized cost classifications of the Joint report of UNDP, UNFPA and UNICEF on the road map to an integrated budget. Financial reporting mechanisms for the Project will follow UNDP rules and procedures and will comply with the reporting requirements of the donors.

### **Anti-corruption**

UNDP applies the UN Convention against Corruption and strictly follows the UNDP Policy of Fraud and Other Corrupt Practices at the country level. UNDP will provide mandatory capacity building for project staff and personnel to ensure compliance with the UNDP M&E Rules and Regulations, including on anti-corruption. The last internal audit of UNDP Country Office in Moldova (2012), has been satisfactory and there were no corruption cases identified at UNDP.

All Project staff will undertake the UNDP mandatory training course on anti-corruption during the project inception phase.

### **Intellectual property rights and use of logo**

Project materials, publications, print or digital deliverables will be branded by the relevant UNDP logo and typography (subject to corporate brand-book) and donors logo. All intellectual products produced under the Project will be equipped with a standard UNDP intellectual property right disclaimer and, at discretion and agreement with donors may be placed into creative commons.

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## **IX. LEGAL CONTEXT**

This Project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of the Republic of Moldova and UNDP, signed on October 1, 1992 and the Amendment of the same of July 5, 1997.

Consistent with the Article III of the SBAA, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the implementing agency's custody, rests with the implementing agency.

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 this agreement.

The implementing partner shall:

- a) put in place and maintain an appropriate security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council established pursuant to resolution 1267 (1999). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document”.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council established pursuant to resolution 1267 (1999). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document”.

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## **X. ANNEXES**

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening**
- 3. Risk Log**
- 4. Multi-Year Work Plan and Budget**
- 5. Capacity Assessment of Implementing Partner**
- 6. Project Board Terms of Reference**
- 7. TORs of the Project Team**

