

Part III. Management Arrangements

The project is implemented using the UNDP implementation support services to national execution and the prevailing UN Universal Price List (Annex 6). The project implementing agency is the Ministry of Justice. The Ministry of Justice will appoint a National Project Coordinator, who is a senior official and will be able to support the project as necessary that the project activities are implemented successfully. The Ministry of Justice will offer for the project team office space free of charge, representing the Government contribution towards the project implementation. The offices will be located in close proximity to the Project Unit, as relevant for the work of the project.

UNDP Moldova will support the implementation of the project through services (based on the Agreement between the Government of Moldova and UNDP for provision of support services for National Execution Modality from May 27, 2003) and more specifically, services of personnel recruitment, including project personnel (Project Manager and Project Assistant – terms of reference are attached in Annexes 4 and 5) and local and international consultancy and procurement of goods, according to UNDP rules and procedures. UNDP follows in the implementation of project and programmes the international standards set under PRINCE 2.

The project will have a Project Steering Committee (generic terms of reference are attached at Annex 3), including the National Project Coordinator, representatives of other state institutions, donor agencies and non-governmental organisations working in the area (proposed membership at Annex 3). The PSC will meet as a rule every three months or out of its regular schedule at the request of its members and will examine and discuss the project work plans and reports (Annex 7), and will provide recommendations on the project activities.

Inputs from the Government:

The Government representatives will participate actively in all activities under the project, including working groups, trainees groups, and will ensure that the products developed in the project frameworks are promoted and used.

The Government will provide premises and facilities adequate for an effective operation of the project team, will make available the staff for the project activities and will provide the necessary support for a successful implementation.

The Government will designate focal points for relevant project activities and will allow them time to participate and contribute to certain actions of their competency and interest.

UNDP inputs:

UNDP will provide financial inputs for the implementation of the project in the amount of **274,250.00 USD over the period of 2006 – 2008.**

UNDP Moldova Country Office will support the implementation of the project through advocacy and support for Government's efforts of additional fund-raising for project activities; will provide assistance in recruitment of staff and project start-up activities, in procurement of goods and services, monitoring and evaluation of the Project implementation and project audit according to UNDP rules and procedures.

The additional funding mobilized from other donors will be added to the project through signing Cost-sharing Agreements between UNDP and each contributing partner, and by revising the Project work plans and budget.

Description of UNDP Country Office Support Services are described in the annex 6.

SOROS Foundation inputs:

SOROS Foundation will provide financial inputs for the implementation of the project in the amount of **275820 USD over the period of 2006 – 2008.**

Moldova Social Investment Fund inputs:

The input of MSIF will consist in the development of an Operational Manual and other procedural documents for CF setting up and development, the development of Guidelines and other technical assistance materials for CF, identification and selection of sites for CF development, promotion of the CF concept in 5 selected towns (Balti, Soroca – North, Ungheni, Orhei – Centre, Cahul – South), technical assistance for initiative groups in the development of CF, monitoring and evaluation of the Projects implementation.

Communication and visibility

The expertise and the experience of the UNDP Communication section will ensure that the project is visible and that the necessary information is prepared and provided to the media and other relevant target audiences, placed on the Government's web-site. Various Public Relations events will be organised as relevant. Should other donors contribute to the project, their visibility will be ensured according to their requirements.

Part IV. Monitoring and Evaluation

Monitoring and evaluation will follow the UNDP guidelines on Monitoring and Evaluating for Results. A monitoring and evaluation plan will be developed during the inception phase.

In order to ensure the efficient monitoring and evaluation of project results, maintain continuous cooperation between all project's partners at all stages of Project implementation, the Project Steering Committee will meet every three months. The members of the Project Steering Committee will provide feedback on lessons learned, propose corrective actions to solve problems, ensure accountability, and make recommendations how to improve the quality of current and future interventions (as per the terms of reference annexed to the project document)

The Project Manager, under the direction of the National Project Coordinator and UNDP Moldova programme representatives, will prepare and submit to the members of the Project Steering Committee quarterly work plans and quarterly reports prepared according to UNDP standards.

The project will be subject to the Annual Programme Review. The Project Manager, in consultation with the National Project Coordinator and the Project stakeholders, will be responsible for preparing and submitting to the Annual Programme Review meeting the annual Project Progress Report in UNDP format. It shall be prepared in draft sufficiently in advance to allow review and technical clearance by the Project partners, at least one month prior to the Annual Project Review meeting.

The implementation of the Project will be coordinated with UNDP. The project team is encouraged to seek support from other donors active in the field of parliamentary development. During the project implementation, the project team will continuously assess the risks and seek solutions for their mitigation.

Audits will be performed in the course of the implementation of the Project, according to UNDP requirements. Given the strategic nature of the Project, a comprehensive external evaluation is recommended in the last year of Project implementation.

Part V. Legal Context

This Project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Republic of Moldova and the United Nations Development Programme, signed by the parties on October 2, 1992. The host country executing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government cooperating agency described in that Agreement.

The following types of revisions may be made to this Project document with the signature of the UNDP Resident Representative only; provided that he/she is assured that the signatories of the Project Document have no objections to the proposed changes:

- (a) Revisions in, or addition of, any of the annexes to the Project document,
- (b) Revisions which do not involve significant changes in the results of the Project, but are caused by the re-arrangement of inputs already agreed to or by increases in costs due to inflation, and
- (c) Mandatory annual revisions which re-phase the delivery of agreed inputs, increase experts cost and other costs due to inflation, or take into account expenditure flexibility.

Section II - Results and Resources Framework

The RRF⁵ template is given in Annex 2.

⁵ The RRF is optional for GEF projects, as it will be replaced with the project's GEF Logical Framework matrix

PROJECT RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: Capacities and partnerships of local governance actors developed in urban/rural areas for transparent and accountable policy formulation, service delivery and resource management</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets.</p> <p>Applicable MYFF Service Line: 2.6. Decentralization, local governance and urban, rural development</p> <p>Partnership Strategy The project shall contribute to development of partnerships on both national and local levels. On the national level, the project shall foster the interaction between government - CSOs – and business community to provide people the chance to participate in funding social, cultural and other publicly beneficial activities together with the State. It will encourage participation and will create trust to civil society. Interaction between NGOs, tax administration and citizens together with financial stimulus will make NGOs be more responsible for their declared missions. On the local level the project shall develop the public-private partnership and resource mobilisation for better service provision.</p>				
<p>Project title and ID (ATLAS Award ID): Increasing financial sustainability of Civil Society Organizations in the Republic of Moldova</p>				
Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs
<p>Capacities increased and enabling environment created off/for CSOs to mobilize more diversified resources</p> <p>Baseline:</p> <ol style="list-style-type: none"> Legal and fiscal environment not favorable. Inefficient and ineffective mechanism to encourage NGOs to earn income. Low capacity to mobilize resources. No or few fundraising campaigns Limited financial resources. The resources are not diversified Low trust in CSOs 	<p>Target 2006: Comprehensive analysis completed and published</p> <p>Laws drafted, discussed and adopted. Mechanisms in place. Capacities of NGOs, and government developed. Information campaigns conducted</p>	<p>Activity 1: A favorable legal and fiscal environment and mechanisms for Civil Society development in place</p> <p>Actions: 1.1 Comprehensive analysis on current legislation, NGO development, public perception</p> <ul style="list-style-type: none"> Analysis of the NGO sector, especially - financial resources, relations with the central and local government, relations with business community, citizens involvement Analysis of current legislation Analysis of public perception Analysis on business support Analysis of central/local government support <p>1.2. Support for drafting the legal framework</p>	<p>UNDP Project team Ministry of Justice Ministry of Finance Tax Authority</p> <p>Partners: NGO Council, NGO networks and coalitions Mass-media International consultant</p>	<p>International consultant/company/ International travel Local consultancy/company Supplies Equipment Meeting costs Printing costs Sundry</p>

		<p>(percentage law, public –private partnership), amendments to the Law on Philanthropy and Sponsorship, Fiscal Code</p> <ul style="list-style-type: none"> • Establishment of an working group: Government (Ministry of Justice, Ministry of Finance, Fiscal Inspectorate)+NGOs (Coalition) • Provide international consultancy on drafting the legislation and mechanism of implementation • Round table discussions of the draft law and mechanism with stakeholders • Study visit for the government representatives and CSOs in Hungary <p>1.3. Capacity Building for NGOs and Government (Ministry of Justice, Ministry of Finance, Tax Authority</p> <ul style="list-style-type: none"> • Guide for tax authorities, guide for NGOs, guide for citizens • Assistance to tax authorities on enforcing percentage provision (how to design declaration, identify beneficiaries etc.) – seminars and brochures • Assist the Ministry of Justice to develop a NGOs data base. Provide equipment • Train and assist the Certification Commission • Training for tax authorities • Training for NGOs on legal provisions, fundraising campaigns etc. <p>1.4. Information campaign with communication strategy for three categories: NGOs, government and citizens</p> <ul style="list-style-type: none"> • PR campaign for taxpayers (mass-media and PR companies) • Consulting taxpayers, NGOs, tax administration (free phone line and TV) • Seminars for NGOs, Internet WEB-site 		
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	<p>Target 2006: Capacities of CSOs to mobilize resources improved, develop economic activities and deliver services: 60 NGOs trained</p> <p>Target 2007: More resources mobilized: Individual giving 10% Service delivery 15% Economic activities 5% Social contract: 15%</p>	<p>Activity 2: Improved capacities of CSOs to mobilize resources, develop economic activities and deliver services</p> <p>Actions: 2.1. Design and provide module-based training on resource mobilization</p> <ul style="list-style-type: none"> • design the training module • train the trainers • provide training for NGOs • design the Guide for NGOs • publish the guide <p>2.2. Pilot projects – resource mobilization campaign</p> <ul style="list-style-type: none"> • support NGOs to develop and implement resource mobilization campaigns <p>2.3. Support the NGOs to develop and implement economic activities</p> <ul style="list-style-type: none"> • design and provide the training program • consulting on business plan development • support in business creation • training on financial management <p>2.4. Pilot projects – economic activities (in cooperation with BOYW Project)</p> <ul style="list-style-type: none"> • support NGOs to develop and implement economic activities <p>2.5. Training and consultancy for NGOs to provide better quality services</p> <ul style="list-style-type: none"> • marketing for NGOs • products/service development 	<p>UNDP Project team Ministry of Justice Ministry of Finance Tax Authority</p> <p>Partners: NGO Resource Centers Mass-media International consultant BOYW LA21 Sustainable Tourism Development Project</p>	<p>International consultant/company/ International travel Local consultancy/company Supplies Meeting costs Printing costs Sundry</p>
<p>Target 2006: 2 corporate giving</p>	<p>Activity 3: Corporate giving programme developed and implemented (in cooperation with Global</p>	<p>UNDP Project team Ministry of Justice Ministry of Finance</p>	<p>International consultant/company/ International travel</p>	

<p>programmes developed</p> <p>Target 2007: Financial support from business increased</p>	<p>COMPAC)</p> <p>Actions:</p> <p>3.1. Organize the outreach campaign</p> <ul style="list-style-type: none"> • Establishment of an working group: (Companies, banks, NGOs) • Round table discussions of the Corporate Social Responsibility/Corporate giving • Organize social events • Establishment of a Forum of CSR • Media campaign <p>3.1. Support the companies to develop a giving programme</p> <ul style="list-style-type: none"> • support companies to develop and implement a giving programme for MDGs <p>3.2. Design and provide module-based training for companies</p> <ul style="list-style-type: none"> • design the training module • provide training for companies • design the Guide • publish the guide 	<p>COMIPAC)</p> <p>Actions:</p> <p>3.1. Organize the outreach campaign</p> <ul style="list-style-type: none"> • Establishment of an working group: (Companies, banks, NGOs) • Round table discussions of the Corporate Social Responsibility/Corporate giving • Organize social events • Establishment of a Forum of CSR • Media campaign <p>3.1. Support the companies to develop a giving programme</p> <ul style="list-style-type: none"> • support companies to develop and implement a giving programme for MDGs <p>3.2. Design and provide module-based training for companies</p> <ul style="list-style-type: none"> • design the training module • provide training for companies • design the Guide • publish the guide 	<p>Tax Authority</p> <p>Partners: NGO Resource Centers Mass-media International consultant Business community</p>	<p>Local consultancy/company Supplies Meeting costs Printing costs Sundry</p>
<p>Target 2006: Community and NGOs/initiative groups' selection.</p> <p>3 Community Foundations established. Capacities to mobilize resources increased.</p> <p>Target 2007: Endowments for CF created. CF supports at least 10 projects per community</p>	<p>Activity 4:</p> <p>3 Community Foundations developed</p> <p>Actions:</p> <p>4.1. Training and advisory assistance (including coalition building, fundraising, grant programs, promotion, accounting),</p> <ul style="list-style-type: none"> - Guides: "How to Establish a Local Community foundation," "Rules for Creating and Managing Community Foundations," "The Donor's Manual," "Capital Endowment," Community Foundation a Solution to Donor's Problems and NGO Hassles," and others; - Presentation on the concept of local philanthropic organizations, cooperation with donors; - Document templates: internal statutes, operating rules for Advisory Committees, CF 	<p>UNDP Project team Ministry of Justice</p> <p>Partners: Community Foundations NGO Resource Centers Mass-media International consultant Business community</p>	<p>International consultant/company/ International travel Local consultancy/company Supplies Meeting costs Printing costs Sundry</p>	

		<p>boards, organizational support procedures, legal expertise;</p> <ul style="list-style-type: none"> - Expert assistance from lawyers, leaders of CEE community foundations, - Distributing information through the electronic bulletin , <p>4.2. Financial assistance (support given to CFs in form of matching funds); co-financing grant and scholarship programs of CFs, capital endowments, and current expenses of organizations,</p> <p>4.3. Networking: regular meeting of CF leaders, exchange of experience, help in developing operating standards,</p> <ul style="list-style-type: none"> - Promotion, chiefly through publications, information materials, brochures of the Network, providing new contacts, cooperation with European. 		
	<p>Target 2006: Project team formed and fully operational.</p> <p>Overall targets:</p> <ol style="list-style-type: none"> 1. Ensure at least 90% delivery rate; 2. Timely implementation of planned activities; 3. Timely development and submission of work plans and progress reports; 4. Compliance with UNDP rules and regulations. 	<p>Project Management Activity 5: Project efficient management</p> <p>Actions:</p> <ol style="list-style-type: none"> 5.1. Recruit project staff 5.2. Rent and equip the office 5.3. Launch the project 5.4. Implement projects activities 5.5. Annual monitoring and external evaluation by the end of the project period 		<p>Permanent staff (3 representatives), Office space, Equipment, UNDP assistance.</p>