

- Communities in the Transnistrian region face a special development context given the unclear political status of the region. In addition to that, the communities from the security zone are struggling with additional barriers, including different violation of human rights from Transnistrian authorities (eg. freedom of movement).
 - Most deprived rural communities in Moldova do not have enough capacities to access resources and participate in local development programmes. Such persons thus face compound forces of exclusion and may have extreme difficulties in accessing essential goods and/or services. Considering the difficult operating climate of rural communities, provision of services and relevant support to most vulnerable, more often, is lacking or is of a poor quality, due to scarce resources and limited capacity of the local authorities. Human rights-based approach, including gender mainstreaming, is very rarely applied or taken into account.
 - Weak and underdeveloped capacity of LPA to address development challenges and to fulfil their responsibilities in front of citizens. Transparency and participation of CSOs and citizens, especially women in local decision making is limited. The association of LPA are highly politicised and weak in order to advocate for greater authority and resources for LPAs to better serve citizens needs. Management of services and utilities, which is one of the key responsibilities of LPA is weak. Moreover, the most vulnerable communities and groups of population (elderly, disabled, women at risk) do not have access to basic public services, such as access to water, clean environment, and social services. The quality of services is low.
 - The current policy framework does not respond to the need of local public authorities and does not provide sufficient clarity on their role, authority and responsibilities. Moreover, the legal framework regarding the local public finances is not approved and there is no clarity on the advancement of fiscal decentralisation. The specific needs of women and men, girls and boys, as well as the elderly, disabled, and other vulnerable population, individuals or groups, are not necessarily taken into account in national policies related to local sustainable development and good governance;
- There are four types of issues to be addressed through the proposed phase of ILDP:

Given the overall development context, related to the political situation and the impact of the economic crisis, and considering the priorities of the new Government and National Development Strategy, Sustainable Local Development and Democratic Local Governance represent a key issue to be addressed in order to respond to existing country priorities and development challenges.

1.3. PROBLEMS TO BE ADDRESSED

decision-making; interface with the local authorities by members of the public, including vulnerable persons and communities; information from the authorities as to rights, procedures and responsibilities in a local governance context; mechanisms to ensure inclusion and non-discrimination; and mechanisms to ensure oversight in a democratic context. Measures to be promoted might include but not necessarily be limited to the provision of local town meetings and/or other discussion and interface forums; the creation of local ombudspersons; outreach actions to particular persons, communities or groups; the publicity of information on accountability and/or oversight mechanisms; the use of new media to heighten interface between the public and local authorities; as well as other means, to be developed in consultation with local government, members of the public and civil society, persons representing vulnerable groups, as well as affected persons themselves, and other relevant stakeholders. In addition, measures to ensure sufficient oversight and accountability of local authorities need to be designed an implemented, such that checks exist to redress abuses by the local authority. Finally, indicators and benchmarks need to be developed in consultation with affected persons and groups to monitor the impact of policies and programmes.

II. THE JOINT INTEGRATED LOCAL DEVELOPMENT PROGRAMME

II.1. PROGRAM OBJECTIVES

Development Objective:

The development objective of the ILDP is to assist the Republic of Moldova to ensure that vulnerable groups in poor rural and urban areas take advantage of sustainable socio-economic development opportunities through adequate regional and local policies implemented by LPA and partners in a rights based, gender sensitive manner.

Immediate Objectives of the program are:

Objective 1: *To assist the Government of the Republic of Moldova to upgrade national legal, policy and advisory frameworks to support sustainable processes of development at sub-national level*

The Programme will support relevant central public administration authorities and local public authorities in preparing policies, legislation & implementation mechanisms to advance the administrative and fiscal decentralisation reform that shall accelerate development at the regional and local level. The capacity of central policy making bodies will be strengthened through technical assistance and advisory support in a rights-based and gender responsive manner.

Objective 2: *To develop capacity of local authorities for rights based and gender responsive planning, budgeting, implementation, monitoring and evaluation of development initiatives*

The programme will support local authorities to elaborate Local Socio-Economic Development Strategies in a participatory, transparent and accountable manner emphasizing local socio-economic development priorities and aligning local-level development initiatives with the international frameworks (UHRD, CEDAW etc), as well as with national and regional strategies (NDS, MDGs, Regional Strategies, relevant Sector strategies). Human, institutional and financial capacities will be developed in the selected regions, areas and districts; local governments will receive support in development and adoption of systems and procedures that will allow planning, budgeting, implementing, monitoring and evaluation of development activities in a rights-based and gender responsive manner. The capacity of the municipalities to *manage efficiently* service delivery in the targeted areas, as well as the capacity to *provide* services will be assessed and strengthened. Capacities of Associations of Local Authorities will be enhanced to advocate for better decentralisation and local development policies.

Objective 3: *To empower rural communities and CSOs in target regions to actively participate in local development planning, implementation and monitoring and have better access to improved service delivery and community infrastructure*

This objective will be attained by mobilising communities and providing selected settlements with access to basic infrastructure (such as water and gas supply, waste management, roads, etc.) and improvement of social services (services for victims of violence, community crèches and kindergartens, assistance for elderly and disabled, business counselling, etc) that are planned, established and managed with maximum involvement of the beneficiaries. Community initiatives will be identified, designed, implemented and monitored in rights-based and gender responsive manner. This approach not only helps improving living conditions of women and men in these settlements, but also sets examples of sustainable community-based management that can be replicated at the national scale.

³⁷ This component is specifically to be updated when the new government structure will be in place

Elaboration of Policy Development, Analysis, Recommendations and Support for improvement and implementation of the policy and legal framework in the area of decentralisation and service delivery. Support will be provided for an analysis of the existing policy/legal framework on decentralization (fiscal and administrative) and service delivery at the local level and the documentation of relevant experience. This initiative is expected to result in the formulation of policy recommendations on various aspects, including: a. local democratic governance, b. administrative and fiscal decentralization, c. service delivery, d. human rights and gender equality, etc. Allocated fiscal resources are considered inadequate compared to the decentralization of competencies. To address this, support will be provided to the relevant line ministry to undertake a detailed analysis of the adequacy of fiscal resources for decentralized services in conjunction with the LG. The assessment will clearly identify the resources required for the provision of quality, accessible and affordable public services. Proposals to address the asymmetry in fiscal decentralization as compared to the decentralization of competencies ought to be developed with the LG as a next step. A detailed analysis to clarify possible overlap of functions and tasks between central and local governments will be undertaken. The

The Policy Advisory and Advocacy component of the ILDP will aim to promote an enabling policy environment in order to ensure decentralisation and sustainable local and regional development in Moldova, by channelling community experience, challenges and solutions into knowledge-driven policy recommendations at central level in a rights based, gender responsive manner.

To assist the Government of the Republic of Moldova to upgrade national legal, policy and advisory frameworks to support sustainable processes of development at sub-national level

II.3.1. Policy Advisory and Advocacy³⁷

The components of the programme will be consulted with the government representatives, and a final implementation plan will be implemented during the inception stage (one month). The below description is therefore indicative.

- Component 1: Policy Advisory and Advocacy
- Component 2: Local Self-Governance and Participation
- Component 3: Community Empowerment
- Component 4: Transnistria and Security zone

The new phase of the program framework comprises of four inter-related components, as follows:

II.3. PROGRAM COMPONENTS: OUTPUTS AND INDICATIVE ACTIVITIES

This objective will be fulfilled following the community mobilization modality under the Objective 3, with the exception that the ILDP will directly interact with the target communities, not necessarily working through the local self-governing authorities. Support to priority community initiatives identified by local residents will be provided aiming at improving basic infrastructure and social services with the active involvement of women and men. The rights based, gender responsive approach to the local development will be applied. It is planned that the Objective 4 will be implemented with the additional financial support to ILDP specifically targeting Transnistria region and Security Zone. Initial socio-economic analysis and basis mapping of the situation in these areas can start at the beginning of the new phase of ILDP.

Objective 4: Communities of Transnistria and of Security Zone are equally benefiting from the improved service delivery and community infrastructure through their active participation in local development initiatives

Creation and Functioning of Development Knowledge Network: To link community and regional experience to central policy processes, ILDP will support the establishment of the Local Governance and Development Knowledge Network (KN). The KN will be a knowledge-sharing forum for organisations, institutions and individuals relevant to Local Governance and Local Development. This KN will be housed within the Academy of Public Administration (APA) and strategically linked with the on-going Sida Program within APA, APA, the State Chancellor, Ministry of Construction and Regional Development will closely collaborate on the development and functioning of the KN. ILDP will mobilise communities, local authorities, central authorities, academia, private sector, civil society and local development practitioners to regularly participate in the KN to ensure a constant, rich flow of community experience into central policy advisory processes. Through virtual and face-to-face interactions, network members will be able to exchange experience, knowledge, solutions, challenges and best practices. The Knowledge Network will enable the participation of all stakeholders in an open, equal-access dialogue on issues related to local governance and development on a rights based, gender sensitive manner, including:

- Devolving powers and resources from central and state authorities, for ensuring adherence to existing laws, including issues relating to fiscal decentralization;
- Ensuring clarity of accountability lines and relationships, defining functional boundaries and responsibilities of line agencies vis-a-vis local authorities, transfer of functions and functionalities, and interrelationships between bodies working with similar objectives at various levels;
- Building capacities for decentralized planning of urban and rural local bodies, including collection of information/data and providing access to information for responsive and effective governance and sound programme implementation and management;
- Assessing the impact of decentralization on achieving the goal of local economic development and poverty reduction, human rights and gender equality; the effectiveness of decentralization interventions in various sectors of economy with special focus on the participation of women and marginalized groups, and in particular on encouraging the development of specific inclusion mechanisms;
- Elections to local bodies;
- Community experience and best practice in community-led development interventions;

Support State Chancellor to ensure sector coordination: The unit that shall be responsible with coordinating implementation and monitoring of sectoral policies and plans at the regional and local levels will be supported. Areas such as Education, Health, Agriculture, Business Development, Infrastructure etc. are at the national level under sector ministries' responsibilities. The State Chancellor will be supported to lead the donors' coordination efforts in the area of decentralisation and local governance.

Sectoral Coordination: Creation and Functioning of a Development Knowledge Network:

Support for Capacity Development for the relevant state institutions: (Parliamentary Commissions and Government bodies). The activity will be conducted in a participatory way by involving ministry officials with the facilitation of international and national consultants, serving also as an on-the-job training for the key staff. The process of this initiative will be documented in a form of a Guide for the development, implementation and monitoring of a Rights-based and Gender Responsive Capacity Development Plan. Support will be also provided to the priority actions of the approved Capacity Development Plan within the framework of the program, in a form of TA such as training, expertise, learning trips etc. The Party Commission on Decentralisation will receive TA support. These initiatives will be enhanced by broad awareness-raising among government officials, as well as legislative bodies and the population at large on decentralization, currently on-going and planned in the country.

analysts should also emphasize areas of strategic interest, including around environmental protection, as it is a key area of EU concern and is directly implicated by the provision of communal services. Should the analysis demonstrate overlapping or missing functions between local and central governments, the relevant central government line ministry will be supported to work with the LG on a plan to address those functions with a view of streamlining operations between central and local governments. In this way, services in key areas, particular waste, drinking water and sewer, as they relate to EU priorities, will be enhanced.

Awareness and communication
 Awareness and communication will be crucial to ensure the success of the reform. A communication and public awareness strategy will be elaborated. It is geared to provide timely and consistent information to all potential stakeholders, beneficiaries and concerned authorities/partners, and thus facilitate access by all, especially the most vulnerable and affected communities and groups of population about decentralization as well as effective implementation of the project.

The communication and public awareness strategy is also intended to ensure maximum awareness and transparency of the decentralization process and entire assistance efforts. The following activities are envisaged, but not limited to:

- TV and radio information. The campaign will rely on TV and radio information, which is most efficient in reaching large numbers of rural population in Moldova. Both central and local media will be involved.
- Information in print media. Special information will be developed and published in central and local media.
- Media communication: Working with media will be critical to successful communication of the reform, including response to the legitimate needs of media and provision of all media with fair access to information. Two-way flow of information via the media will be sustained by:

- Media releases
- Press conferences
- Response to media calls
- Coordination of information on relevant Web sites
- e-mail list serves
- Public debates.

Output 1: National legal, policy and advisory frameworks to support decentralisation and sustainable processes of development at sub-national level developed.

Indicative Activities:

1.1. Provide policy advice, analysis, and support for improvement of the policy and legal framework in the area of local democratic governance, decentralisation and local service management to the State Chancellor, Ministry of Finance, Party Commission and relevant Parliamentary Commissions:

- 1) Review the work of the Party Commission and provide support and recommendations to make the commission functional. Facilitate the active involvement and participation of LG and Associations of LG
- 2) Support the State Chancellor and the Party Commission to elaborate and approve in a participatory and transparent manner the Strategy and Action Plan for Decentralisation (administrative and fiscal)
- 3) Support the implementation of the Action Plan by:
 - a) Undertaking sectoral analysis for administrative decentralisation (social assistance, education, health etc.)
 - b) Provide recommendations to ensure sufficient detail and clarity concerning the decentralization of competencies and fiscal resources in each priority sector
 - c) Provide support for drafting/amending legislation concerning decentralization
 - d) Provide support for further elaboration and adoption of the Law on Local Public Finance
- 4) Support elaboration of cost and quality standards of public service; support the elaboration of clear frameworks with detailed operational guidelines for alternative service delivery mechanisms, for both inter-municipal cooperation and PPPs.

1.2. Provide policy advice, analysis, research and support for legislation improvement in the area of local democratic governance, decentralisation and local development

- a) Provide support to the State Chancellor, Parliament Commissions, and other line Ministries to define and elaborate the vision, strategy and the road map/action plan for decentralisation. The support will ensure a broad participation of all stakeholders and will ensure that the strategy ensures G and HR perspectives;
- b) Carry out general and sectorial assessments in support to the design and implementation of the decentralisation strategy;
- c) Carry out analysis and identification of the human rights claims of rights holders, and the corresponding obligations of duty-bearers;
- d) Based on the strategy and assessments provide policy recommendations to improve the policy and legal framework: 1) Local democratic governance and community-led development; 4) local social, economic and environmental development; and 5) reducing threats to human security and improving human rights and gender equality in the communities
- a. Analysis of existing policy/legal framework and documented experience
- b. Formulate policy recommendations
- c. Propose national decentralization strategy
- e) Establish national monitoring and impact assessment system for participatory governance and sustainable development is in place. Gender and HR indicators will be developed/used to be integrated in the system and support will be provided for their monitoring.

1.3. Support State Chancellor to ensure coordination and coherence in approaches to local/regional development by all partners:

- a) State Chancellery capacity strengthened to lead policy coordination in the areas of decentralization process, local and regional development and local services;
- b) Knowledge Network (KN) established as knowledge management, information sharing and partnership building tool on the platform and overall leadership of the Academy of Public Administration (APA). (Link to be made with the on-going Sida Program with APA, GRB and GE courses to be added for the LPAs within APA).
- c) Provide assistance to APA to include training in political skills such as negotiation, consensus building, shared decision-making, conflict management, and participatory approaches.
- d) Provide support to APA to introduce HRBA into its curricula

1.4. Awareness and communication

- a) Elaboration of an awareness and communication strategy in support of the decentralisation process
- b) Support forums for national/regional/local government/authorities to meet with civil society, private sector and so on with a view to discuss, define and agree on actions to integrate at HRBA
- c) Support the implementation of awareness and communication strategy, which will specifically emphasise and contain actions to integrate GM and HRBA:
 - a. TV and radio information.
 - b. Information in print media
 - c. Media communication:
 - d. Media releases
 - e. Press conferences
 - f. Response to media calls
 - g. Coordination of information on relevant Web sites
 - h. e-mail list serves
- d) Public debates

Local Public Service Management Improvement: Within the Capacity Development of LPAs component, special attention will be given to the management of local public services (social assistance, education, water, waste management, hearing, etc); need to be reflected by the LPA's Capacity Development Strategy. Moreover, within the ILDP program, technical assistance and direct support will be provided to pilot innovative/advanced approached in this area. Support will be provided to undertake comprehensive analysis of

Capacity Development for human rights based, gender responsive local governance: Current capacities of Rayon and Town authorities will be assessed. Assessment will include: planning and decision-making, M&E, performance budgeting and financial management systems, as well as procedures in a rights based, gender responsive manner. For this, functional analysis of LPA, and assessment of local public finance management will be undertaken. Based on the results of the above initiative, capacity development strategies for the target Rayons and Town will be elaborated and implemented taking into account human rights and gender equality needs and concerns. This will include, but not be limited to, the elaboration of gender sensitive training modules and the actual provision of relevant training by the APA and other academic institutions in the areas of planning, decision making, social budgeting/GRB, M&E, etc. Based on the defined needs and opportunities, local capacity for data management (disaggregated by age, sex, territory and other grounds as relevant) will be strengthened. A synergy with the on-going UN Joint Statistics Program and other similar initiatives will be sought.

Development of Socio-Economic Strategies in Districts and Towns: Under the current ILDP program, support on Strategic Planning was provided for 5 districts (rayons), out of 32, including one district in Transnistria region. This has resulted in the elaboration of Socio-Economic Strategies of 5 Rayons and 5 Towns. The new phase of ILDP will further build its support to Rayon and Town administrations and self-governing bodies and cover additional 10 Rayons and 10 Towns with the same initiative. Given the growing impact of the deepening economic crises, a special focus will be given to the efficient prioritization of local development initiatives that require State Budget support and external investment, taking into account human rights and gender equality aspects through in-depth study. The program will provide support to the priority measures for the implementation of the selected Rayon and Town Socio-Economic Strategies ensuring participation, accountability, non-discrimination and transparency principles, and work toward the development of mechanisms at local level for the inclusion of identified vulnerable individuals and/or groups.

In order to develop the capacity of local authorities for decentralised governance, ILDP will design a capacity package for local civil servants to effectively and efficiently fulfill their responsibilities in local public administration; managing, operating and maintaining local public service delivery; and attracting investment to public service infrastructure. ILDP will also advocate for the institutionalisation of participation, accountability, transparency and equity in decision-making and public spending. To this end, ILDP will facilitate the development of a participatory planning and budgeting mechanism in all target districts that enables community members, civil society, private sector and local authorities to jointly participate in identifying priorities, planning and budgeting for local and regional development. ILDP will seek to ensure a healthy, collaborative relationship among local authorities, civil society, private sector and community members.

In this component, ILDP aims to advocate and build capacity among local authorities to support right based, gender responsive community-led development, regional development and democratic local governance.

To support capacity development of local authorities for rights based gender responsive participatory planning, budgeting, implementation, monitoring and evaluation of development initiatives

II.3.2. Local Self-Governance and Participation

- e) Support outreach activities: traveling theatres, concerts, text messages, DVDs; discussions clubs, computer games, formal and informal networks

services provided at the local level using rights based, gender sensitive tools. This will serve as a basis for planning and the actual improvement of certain services and utilities, which in turn will directly ensure equitable access for women and men, especially from poor and vulnerable groups or segments of the population.

Support to Association of LG: LG Associations represent critical outlets for municipalities in terms of advocacy, capacity development and information exchange. As such, associations of municipalities ought to play a leadership role within the local government sector by being active participants in advocating for the interests of the LG. They need to participate in the policy development process for decentralization and local development to ensure that LG points of view and concerns are taken into account, especially in terms of how they feel the central government could better support LG in providing key services. It is likely that it is only in this way that municipal concerns will be voiced to the central government, particularly with respect to smaller municipalities. Associations of Municipalities need to identify the individual capacity development needs of their constituency and suggest related trainings and information exchanges to the LGA. Support, such as trainings, study tours and information exchanges will be provided so that the associations of LPAs can obtain hands on experience from the countries with advanced cooperation of LPAs aimed at ensuring a rights-based, gender sensitive development, as well as at advocating and promoting interests of the LPA for more transparency, accountability, participation, non-discriminated autonomy and financial resources/independence. Link with the Council of Europe's initiatives on Mayors Associations will be facilitated from the program.

Output 2: Capacities of LPAs in the target regions improved to plan, implement, and monitor local development plans in a participatory, rights based and gender responsive manner.

Indicative Activities:

- 2.1 Support the development and implementation of Socio-Economic Strategy in 10 Target Rayons and 10 Towns in a gender sensitive and participatory manner:
 - a) Analysis, Formulation and Approval of the Socio-Economic Strategy done in a participatory, transparent, accountable, non-discriminatory and gender sensitive manner;
 - b) Analysis and identification of the human rights claims of rights holders, and the corresponding obligations of duty-bearers in the target rayons in support of the elaboration of the strategies
 - c) Monitoring and Evaluation of Socio-Economic Strategy is done in a rights based and gender sensitive manner;
 - d) Support provided to the implementation of the Socio-Economic Strategy in 10 Rayons and 10 Towns.

- 2.2 Develop capacity of 10 Target Rayons' and 10 Towns' administration for participatory and gender sensitive Planning, Performance Budgeting and Financial Management, Monitoring and Evaluation:
 - a) Current capacities of Rayon and Town authorities assessed, covering planning and decision-making, monitoring and evaluation, performance budgeting and financial management systems and procedures in a gender sensitive manner;
 - b) Capacity development strategies for target Rayons and Towns elaborated and implemented, considering HR and GE aspects (based on capacity assessment of selected Rayons and Towns officials), through TA, training and financial support for the implementation of recommendations;
- 2.3 Support for the improvement of local public service management (Local Services):
 - a) Capacity of the LPA management of local public services (social assistance, health, education, water, energy, heating supply etc.) assessed;
 - b) Integrated HRBA and GM in the monitoring and evaluation of local public services;

- Support the implementation of local initiatives: Each target community will identify in a participatory manner its own development priorities and its own strategies in response to the identified priorities under the program's facilitation. To support implementation of community development Programs, ILDP could provide small grant support. Small-grant support to local development Programs will be provided on the basis of competition, transparent selection procedures and subject to proper technical appraisal. Furthermore, Programs to be financed by ILDP must:
- Serve as a pilot/demonstration Program that can be replicated by other communities;
- Contribute to strengthening of participatory, accountable, transparent and non-discriminatory local governance;
- Financed primarily through public-private partnership, a cost-sharing arrangement between beneficiaries, partner municipality/rayon, COs and other public and private sponsors;
- Feasible (i.e. technically, socially, economically, environmentally);
- Benefit an entire community, primarily the vulnerable and most needy;
- Foreseeable improvement of local living conditions;

possible and relevant, attention will be paid to the development of mechanisms to include particularly excluded groups.

Community mobilization and capacity development: The Community Empowerment component strategy is derived from the common approaches, experience and best practices of UNDP interventions at community level in Moldova and UNIFEM initiatives in the CIS region. To date, within the framework of ILDP program, social mobilization and community development was undertaken in 60 rural municipalities and 20 rayons, including all five rayons of Transnistria. Various types of community led Programs were implemented, including improvement of water supply, renovation of education and health facilities, improvement of service delivery and others. These were achieved through participatory elaboration and identification of priorities within socio-economic development action plans of communities. A number of global flagship programs was implemented in the CIS region by UNIFEM on promoting women's economic rights. Local mobilization efforts successfully linked and translated into improved laws and normative acts promoted women's de-facto rights in Central Asian countries uplifting the lives of thousands of women and their families through small, but highly innovative community based actions. These initiatives serve as a basis of developing and piloting rights based, gender responsive community mobilization and development methodology along with the creation/strengthening of local capacity to lead/facilitate local development in a participatory and transparent manner. Thus, ILDP, in all current and newly targeted communities, will undertake social mobilization, formation and support of community organization mechanisms, and assistance – technical and financial – to community-led, rights based, gender responsive development Programs. One of the value added of the new phase of the program would be its specific focus on 'soft Programs' by facilitating target communities to pay adequate attention to the most vulnerable groups and segments of society, including elderly, victims of domestic violence, minority, youth and children etc. It is also envisaged that the local communities' initiatives in the area of economic empowerment, especially among women, will be given due consideration. When possible and relevant, attention will be paid to the development of mechanisms to include particularly excluded groups.

To empower rural communities and CSOs in target regions to actively participate in local development planning, implementation and monitoring and have better access to improved service delivery and community infrastructure

II.3. Community Empowerment

- 2.4 Support for Association of Mayors
- c) Develop and implement Capacity development strategy of LPAs for efficient local public services. Provide support/TA for the improvement of the management of selected local public services and utilities in the framework of inter-municipal cooperation).
 - a) Provide support for capacity strengthening of the existing Associations of LPAs;
 - b) Organize study visits in countries with wide expertise and strong Association of Mayors (Sweden, Lithuania others) aiming to promote twinning initiatives.

- Sustainable, in that the beneficiaries can and will maintain the Program's continuation;
- Address the actual needs of community (i.e. basic human needs are given priority on the basis of human rights based approach)

Output 3: Rural communities and CSOs are empowered to actively participate in planning, implementation and monitoring of local development initiatives in rights based and gender sensitive manner; while local actors are able to deliver services and upgrade the basic infrastructure.

Indicative Activities:

- 3.1 Mobilize target communities for community-led gender sensitive development:
- Conduct train-the-trainers courses for facilitators for community-led development and planning processes;
 - Organize community meetings to sensitize communities on participatory development processes Note: Special attention will be paid to gender equality as well as other relevant equality and non-discrimination issues, human security issues of poverty, human trafficking and domestic violence;
 - Facilitate identification of the community priorities through participatory process, ensuring adequate participation of women and men, young and elderly, poor, different ethnic groups, local organizations etc.;
 - Facilitate establishment and functioning of Community Organizations in over 200 communities ensuring adequate representative membership of community organizations and groups, including women, minorities, youth, civil society, media, and private sector through awareness-raising, coordination, and planning activities;
 - Support the development of some 200 Community Development Strategies and Action Plans (CAPs) in target areas, in cooperation with local community groups, women's associations, civil society, and local authorities, aimed at strengthening capacities to identify and address obstacles to improving human security issues;
 - Provide basic equipment and library for community information/support centres, taking into consideration needs of women and men, youth children and other members of vulnerable groups; including support women's economic empowerment initiatives in the target villages;
- 3.2 Develop capacity and transfer knowledge on local development for community actors taking into account human rights and gender equality aspects:
- Elaborate capacity development modules as follows: development needs, response strategies, planning and budgeting, resource mobilization, Program management and implementation, and monitoring and evaluation, thematic modules prioritizing human rights, gender and human security issues;
 - Provide training for community actors (local public authorities, public institutions, civil society, media, private sector, at-risk groups, etc.).
- 3.3 Support the implementation and monitoring of gender sensitive Local Development Programs:
- Provide technical support to the development of local public service delivery, economic empowerment, and environmental development Programs in a participatory and gender sensitive manner. 100 local development Programs supported per year;
 - Assist in developing participatory and gender sensitive monitoring and evaluation of local development initiatives, including development of indicators, data gathering and analysis;
 - Facilitate the process of practicing participatory and gender sensitive M&E system.
- 3.4 Ensure coordination and coherence in approaches to community development by all partners:
- Support workshops and meetings for decision-makers from different ministries, districts, and partners to develop and update criteria for selection of needy districts and communities via ensuring HR and GE approaches; Support meetings for policy dialogue with decision-makers to develop a national community development policy (gender sensitive);

- 4.1. Mobilize target communities for community-led gender sensitive development:
- Conduct train-the-trainers courses for facilitators for community-led development and planning processes;
 - Organize community meetings to sensitize communities on participatory development processes Note: Special attention will be paid to human and gender equality, human security issues of poverty, human trafficking and domestic violence;
 - Facilitate identification of the community priorities through participatory process ensuring adequate of women and men, young and elderly, poor, different ethnic groups – and in particular those persons or groups most threatened at local community level with exclusion --, local organizations etc.;

Indicative Activities:

Output 4: Communities and CBOs from the Transnistria region are empowered to actively participate in local development initiatives in rights based and gender sensitive manner; citizens has better access to information and basic services.

While working in communities, human rights based approach, including gender aspects, shall be used. When implementing the Program's activities, further attention will be paid to the collection of gender-disaggregated data. During Program's inception phase, a detailed baseline analysis shall be ensured in a gender sensitive manner, to be further used in Program monitoring and evaluation.

The activity derives from the common approaches, experience and best practices of UNDP and UNIFEM interventions at community level in Moldova and in the CIS, where communities are assisted in social mobilization, formation and support of community organization mechanisms, provision of technical and financial support to community-led development Programs. Capacities among community members are developed for sustainable local development processes such as identifying and prioritizing community development needs, developing strategies for addressing identified problems, mobilizing resources to implement community development Programs and managing and sustaining the outputs.

Community mobilization for basic social services and infrastructure facilities will be ensured through the implementation of a community-based approach at the local level, bringing together organizations from the Transnistrian region and the rest of Moldova to work on development opportunities of common interest. A special focus shall be addressed to communities in the **security zone** where the activities implementation will be built on results achieved by previous ILDP interventions.

To empower rural communities in the Transnistrian region of Moldova, as well as in the Government control area of the security zone of the Transnistria region, to participate in local development planning, implementation and monitoring and to enable local actors to deliver services and upgrade the basic infrastructure.

II.3.4. Transnistria and Security Zone

- Support meetings, workshops, and produce information and communication material on concepts, obstacles, lessons learned, and recommendations on community development in a gender sensitive and human rights-based manner, including by securing the inclusion of persons and communities potentially threatened with exclusion;
- Support meetings and workshops to review and harmonize development concepts and develop a Moldovan common approach to gender-sensitive and human rights-based community development;
- Produce quarterly newsletter to share experiences, concept and to mobilize decision-makers on community development issues.

Transnistria and Security zone Component: The new phase of ILDP will be expanded to the Transnistria Region and will work more thoroughly in the security zone. It will cover all 5 rayons of the region and the

Community Empowerment Component: Within the new phase of ILDP program, it is envisaged to expand the territorial coverage of local community initiatives. Currently, the program focuses on the Central Region of the Republic of Moldova, including the security zone. Under the new phase, communities from the Northern and Southern Regions will be also targeted based on Deprivation Index (SADI) and other selection criteria. Overall, about 140 communities with an average population of 3000 inhabitants will be supported by ILDP, in addition to the communities where the current program is providing both conceptual and financial support. ILDP design will encourage and facilitate active participation of community members, especially women, youth, elderly and disabled, as the primary recipients of all local development initiatives.

Local Self-Governance and Participation Component: Under the new phase of ILDP, 10 Towns and 10 Rayons will be supported under the local self-governance component. In addition to the current Central Region and the Security zone, selected rayons and towns from the Northern, Southern, and Gagauzia regions will be targeted. The key target group under this component is represented by local authorities, as well as local CSOs/NGOs, academic institutions, think tanks. In total over 750 women and men will be trained by the end of the program implementation. Both women and men will be encouraged to participate and benefit from the component initiatives focusing on increased women's participation from the local self-governance and the civil society in general.

Policy Advisory and Advocacy Component: Program will strengthen the capacity of the key ministries and partners, primarily the state chancellery, MoF, MoBT, MLSPP, MCRD, among others. Initiatives at the policy level are expected to have an overall national coverage, as the improved legislative and normative initiatives, with the support of the program, will affect the country as a whole in the area of local self-governance.

Long term support will be provided to the Academy of Public Administration, especially in establishing and facilitating the Development Knowledge Network in close collaboration with the State Chancellery. Think tanks, private firms and companies, CSOs and NGOs, as well as academic institutions will be both beneficiaries, and partners of this component implementation and will be represented by women and men on a parity or equal opportunity basis.

II.4. TARGET AREAS AND BENEFICIARIES

- 4.3 Support the implementation and monitoring of gender sensitive Local Development Initiatives:
 - a) Provide training for community stakeholders;
 - b) Provide training for community stakeholders;
 - c) Provide training for community stakeholders;
 - d) Provide training for community stakeholders;
 - e) Provide training for community stakeholders;
- 4.2 Develop capacity and transfer knowledge on local development for community actors taking into account human rights and gender equality aspects
 - a) Provide training for community stakeholders;
 - b) Provide training for community stakeholders;
 - c) Provide training for community stakeholders;
 - d) Provide training for community stakeholders;
 - e) Provide training for community stakeholders;

Facilitate establishment and functioning of Community Organizations and support the development of some 29 Community Development Strategies and Action Plans (CAPs) in target areas ensuring adequate representative membership of community organizations and groups, including women, minorities, youth, civil society, media, and private sector through awareness-raising, coordination, and planning activities;

Provide basic equipment and library for community information/support centres, taking into consideration needs of women and men, youth and children; including support women's economic empowerment initiatives in the target villages.

etc. in a participatory and gender sensitive manner. Assist in developing and facilitate the process of practicing participatory and gender sensitive monitoring and evaluation of local development initiatives, including development of indicators, data gathering and analysis.

areas from the security zone which are based on the left bank of Nistru River but are under Moldovan Government control. 20 communities from the Transnistria region will be supported and 9 from the security zone. The same methodology will be used as described in the Community Empowerment Component although the approach may differ given the sensitivity of actions.

II.5. TOOLS AND APPROACHES: HUMAN RIGHTS BASED APPROACH

The program will apply holistic approach to programming and tackling the challenges at all levels of governance: policy; institutional building; community development. Such comprehensive approach allows concrete links between grass-roots realities (local level services delivery and utilities provision) with the local governance (planning, implementation, lobbying capacity) --and central policy-making (governance in local and regional development) by showing examples of what implications the policies and governance systems may have on the lives of citizens - women and men.

At the policy level, the programme will focus vital importance to participation of local public authorities and citizens/women in policy making processes at central and local levels by contributing to open, inclusive and evidence-based policy-making, building knowledge and increasing understanding of national policy-makers and local government officials on rights based, gender-responsive national policies and programme development. The tools applied at this level include gender-analysis of existing policies and legislation in the area of fiscal and administrative decentralization, social protection, budgets, etc. The programme interventions focus on transforming local governance and decentralization policies and laws towards proactive development oriented policies helping vulnerable social groups to overcome poverty, rather than passive response on poverty and crisis by providing subsistence assistance.

At the local governance level, the programme will focus on strengthening capacities of local authorities both from appointed and legislative bodies on rights based, gender-responsive priority identification, planning, implementation, monitoring and budgeting, building skills to ensure effective and efficient social security services delivery and utility provision. At this level the focus will be made on transforming between service providers and the people they serve. This will allow revising and transforming the culture of public service delivery to be citizens oriented, and subsequent flexibility in service provision oriented on the needs of specific groups. In a way the programme interventions at this level are directly aligned with and contribute to the implementation of the commitments identified within National Development Strategy, Social Assistance Strategy and other key policies.

At the community level, the programme will enhance the capacities of rural community members, especially women to effectively participate in and benefit from the development initiatives through increased claim of their rights and demand of transparent and effective governance, and efficient social security services delivery and utilities provision. The interventions at this level will transform the perceptions and attitudes of citizens in relation to public services by supporting the pilot initiatives that will demonstrate the opportunities for community organizations and women groups to influence decisions and be listened by the service providers. Specific attention will be given to increasing knowledge of women and women groups on the system of public services provision, understanding on the functional hierarchy within the system and how it can be accessed and influenced. In the situation of general lack of culture of citizens' participation, inherited from soviet period, as well as traditional positioning of women in the patriarchal society and the exclusion of traditional pariah groups such as Roma and potentially members of other ethnic or religious groups at local level will require multidimensional efforts at all levels.

The programme's strategy, aiming at improvement of local governments' efficiency, accountability and responsiveness, based on human rights standards and norms places a specific attention to:

Further sustainability will be ensured through an adequate level of national ownership and, the practice of wide involvement of the concerned national structures will be continued. Participation of local experts, specialists of local branches of relevant governmental agencies into regular consultations, meetings and implementation of concrete activities, in addition to the monitoring, will allow ensuring proper accountability for results to be achieved. Significant focus to be made on capacity building for local partners will further ensure an ownership for results and a further continuation of activities and interventions piloted and tested.

II.6. SUSTAINABILITY OF IJDP

Another important aspect of why UNDP and UNIFEM will employ the Human Rights-Based Approach to work, UNDP and UNIFEM works with all levels of government and with civil society and is thus in a unique position to work with HRBA and GM both with the national legal framework as with community-level organisations that all are important aspects of the fulfilment and enjoyment of human rights and gender equality. Throughout the program implementation, the best global and regional practices of UNDP and UNIFEM shall be applied. Various tools and techniques will be developed to be applicable and used by all partners of the program, which will ensure the sustainability of the initiatives in addition to the trained staff, target groups and partners.

- Just and inclusive development processes, outcomes and benefits;
- Multi-sectoral interventions—a holistic perspective on governance;
- Tackles the root causes of inequalities and social exclusion;
- Builds capacity with people and institutions to deliver and demand rights and services;
- Sustainability and far-sightedness;
- Accountability and transparency of the governance structures and processes.

In this way, it shall tackle the challenges that decentralization and local governance programming faces (especially in mitigating the challenges of the current economic and social crisis), bringing the following benefits to local governance programming:

When working well, a decentralized local government can better target policies and interventions to local situations and contexts, and therefore provide better and more appropriate services. Decisions are brought closer to the people and citizen's satisfaction should ideally increase. However experience has shown that there are indeed challenges to good local governance in the context of decentralization. Challenges such as weak participation culture, weak capacities to deliver services, politicized governing structures, elite capture, discrimination and inequalities, and a difficulty in creating pro-poor, human-centred policy are common issues. To tackle these challenges UNDP and UNIFEM will put together a set of practically oriented tools that bring two new approaches to local governance. The human rights-based approach to programming (HRBA) and gender mainstreaming (GM) bring accountability, non discrimination, equality and rule of law as well as a powerful analytical tool to local governments, focusing their operations on governing and delivering to the women and men, boys and girls who most need it.

- expanding channels and opportunities (access to information, feedback mechanisms, legal education, etc.) for citizen (women groups) participation in local and central level policy making in the area
- decentralization, social service and utilities provision;
- strengthening capacity of local government for effective and efficient social services delivery and utilities provision;
- documenting and disseminating successful cases of rights based, gender responsive local governance for improvement of social services and utilities provision; documented evidences of effective collaboration between different stakeholders in these areas, especially benefiting rural women, children, the elderly and members of other groups threatened by exclusion.

The action is built taking into account previous experience of UNIFEM in social and economic inclusion of women in Moldova and the CIS region as well as experience of UNDP on ILDP and other program implementation.

One of the key objectives of this programme address strategic needs and priorities, identified by rural communities, including women themselves, with a special focus on improving access to social services (health, education, social protection, water, sewage, electricity). Such complex approach to the needs of rural communities, especially women will ensure addressing rural poverty in multiple fronts, leading to sustainability of local poverty reduction efforts.

Also, the incentive to sustain community-led development practices is the combined track record of successful local development Programs benefiting women and men: services: (improved maternal home/health centers, established community based creches/kindeergartens, improved/created youth development centers, community counselling to prevent and combat violence against women, etc) basic utilities (established or improved water supply systems, heating systems, waste water management). Having accumulated experience and success in improving local living conditions during ILDP implementation, communities are expected to have a strong incentive to continue collaborating to prioritise development needs, strategise responses, initiate engagement with local authorities, mobilise resources and implement local development Programs.

ILDP will also provide incentive for local authorities to uphold the principles of democratic self-governance – in particular, guaranteeing participation of communities in decision-making processes – and to continue providing financial and technical support to community development Programs. By engaging communities in local development planning and decision-making, local authorities position themselves to be more responsive and accountable in addressing local needs. By assuming accountability for and being responsive to local development needs, local authorities gain credibility and the trust of local constituents - political capital to be applied during local elections.

A further incentive for local authorities is ensuring the appropriateness and cost-effectiveness of local development initiatives, when communities are engaged in the planning and implementing of local development initiatives. Engaging local communities in development processes ensures that local government resources are spent efficiently, addressing only priority development challenges. Furthermore, cost-effectiveness is assured in those local communities, to the extent possible, implement local development Programs through voluntary participation in the local development processes.

A final incentive for local authorities to sustain their engagement with communities is that adequate and reliable local infrastructure is a prerequisite for local economic development. With improved systems for water, gas and electricity supply, a municipality or rayon is much more likely to attract domestic or foreign investment. By sustaining their partnership with communities, local authorities can efficiently and effectively lay the groundwork for local economic development and investment.

At the central policy level, there is strong incentive to foster an enabling environment for local self-governance and development. Ensuring a conducive policy and legal framework will result in continued improvements in human development indicators, necessary for closer integration with the European Union.

To create an enabling environment for local self-governance and development, ILDP will advocate a degree of fiscal, political and administrative decentralisation to local authorities. The incentive for implementing and sustaining such changes to Moldova's governance structures is to achieve harmonisation with European norms of democratic governance. To integrate more closely with the EU and potentially pursue EU membership, Moldova will need to show that responsibility and accountability for the functions of government are transferred to the lowest institutional or social level that is capable (or potentially capable) of completing them.

ILDPP will also advocate an enabling environment for local economic development. Incentive to implement and sustain the recommended policy and legal framework will be to foster economic growth at local level and increasing, better distributed investment in Moldova.

The programme will be implemented in close consultations with relevant stakeholders, including the central and local governments, local partners. It will allow ensuring proper coordination, benefiting from mutual experience and expertise and jointly and more efficiently contributing to achievement of the overall goal.

II.7. RISK AND MITIGATION MEASURES

Risks have been identified as part of the formulation process and captured in the risk log below. The Program Risk Log is maintained throughout the Program implementation to capture potential risks to the Program and associated measures to mitigate risk. The Program Manager is the main role player who maintains and updates the Risk Log, and ensures that risks are identified, communicated, and managed effectively.

Risk Log

Risk management actions	Type and Category	Description of risk
<p>The programme is designed as a flexible framework to be able to cope with possible challenges being able to quickly adjust and provide the best support for relevant counterparts. Moreover the programme is designed and envisaged to be implemented in a highly participatory manner engaging from the beginning all stakeholders.</p>	<p>Political/Medium</p>	<p>Political instability may affect the efficiency of the project implementation regarding the Policy Component, especially the advancement of the decentralization reform.</p>
<p>The programme is designed in such a way to support capacity development of relevant government structures and Parliamentary Commissions to lead the reform, and to facilitate the creation and development of relevant institutions.</p>	<p>Political/Medium</p>	<p>Institutional changes in the Government structure (the liquidation of the Ministry of Local Administration and delays of creation of appropriate structures responsible for the reform) and lack of knowledge and capacity.</p>
<p>Program's core is directed towards assisting the LPAs in managing such situations in the current and possible future economic and social conditions and thus, the whole program strategy is directed towards building response capacity of LPAs as well as the Government in assisting the local authorities.</p> <p>ILDPP through its support will assist the LPA to undertake close analysis of the local situation and take into account all external and internal factors in the development initiatives.</p> <p>The project envisage an inception phase which will provide the opportunity to</p>	<p>Economic/Medium</p>	<p>Impact of economic crisis is affecting the local budgets. This could lead to the budget capacity to effectively contribute towards meeting development needs of the local people. This implies for the ILDP that local contribution for development Programs will be limited and subject to the availability of cash within local authorities. This will in no way affect the expected contributions of the local community members</p> <p>Lack of capacity of the new government to mitigated through realistic timelines and</p>

<p>support the Government to elaborate, supported by broad participation of stakeholders, its own vision, strategy and action plan/road map which will clarify timelines and expectations, and sequencing of reforms. This effort will be combined with advise and training to create the necessary capacity to lead the process.</p>			<p>Resistance of existing national and local elites towards the reform, as well as to ensure full participation of those who usually are excluded (such as poor, women, Roma, etc.)</p>	<p>Political/Medium</p>	<p>High level of corruption could undermine reform efforts and gains</p>	<p>Limited opportunities for people with very little free time (like those taking care of family members with disabilities) to take part in identifying priorities, planning, and budgeting for regional and local development.</p>	<p>Lack of culture of participation</p>	<p>Operational / Medium</p> <p>The project will use best practices and lessons learned to show tangible benefits for communities from other similar contexts, and will be working on changing the attitudes and behavior of local councilors and staff towards citizens as well as will empower communities, CSOs and citizens to fully participate in all local development processes.</p>	<p>Operational / Medium</p> <p>The UNDP will address these risks by providing on-going training, coaching and mentoring to the sub-contracted organisation</p>	<p>Local capacities for delivery and financial operations.</p>	<p>Environmental concerns are not taken into consideration in local initiatives</p>	<p>Activities may be delayed due to the regional context and potential tensions between the Chisinau and Tiraspol authorities</p>
<p>supported by broad participation of stakeholders, its own vision, strategy and action plan/road map which will clarify timelines and expectations, and sequencing of reforms. This effort will be combined with advise and training to create the necessary capacity to lead the process.</p>			<p>Operational / Medium</p> <p>The project will ensure broad participation of CSOs, associations of LPA, as well as will support associations of excluded population to be fully engage in the process.</p>	<p>Political/Medium</p> <p>The project will support the government to ensure full transparency and accountability during the design and implementation of the reform. The project will support CSOs to monitor the implementation of reform</p>	<p>High level of corruption could undermine reform efforts and gains</p>	<p>Limited opportunities for people with very little free time (like those taking care of family members with disabilities) to take part in identifying priorities, planning, and budgeting for regional and local development.</p>	<p>Lack of culture of participation</p>	<p>Operational / Medium</p> <p>The project will use best practices and lessons learned to show tangible benefits for communities from other similar contexts, and will be working on changing the attitudes and behavior of local councilors and staff towards citizens as well as will empower communities, CSOs and citizens to fully participate in all local development processes.</p>	<p>Operational / Medium</p> <p>The UNDP will address these risks by providing on-going training, coaching and mentoring to the sub-contracted organisation</p>	<p>Local capacities for delivery and financial operations.</p>	<p>Environmental concerns are not taken into consideration in local initiatives</p>	<p>Activities may be delayed due to the regional context and potential tensions between the Chisinau and Tiraspol authorities</p>
<p>supported by broad participation of stakeholders, its own vision, strategy and action plan/road map which will clarify timelines and expectations, and sequencing of reforms. This effort will be combined with advise and training to create the necessary capacity to lead the process.</p>			<p>Operational / Medium</p> <p>The project team will analyze carefully, before planning the process at the local level, to identify the most suitable time for meetings, interviews, round table discussions etc. to allow people with very little free time to fully participate in the process.</p>	<p>Operational / Medium</p> <p>The project will use best practices and lessons learned to show tangible benefits for communities from other similar contexts, and will be working on changing the attitudes and behavior of local councilors and staff towards citizens as well as will empower communities, CSOs and citizens to fully participate in all local development processes.</p>	<p>High level of corruption could undermine reform efforts and gains</p>	<p>Limited opportunities for people with very little free time (like those taking care of family members with disabilities) to take part in identifying priorities, planning, and budgeting for regional and local development.</p>	<p>Lack of culture of participation</p>	<p>Operational / Medium</p> <p>The UNDP will address these risks by providing on-going training, coaching and mentoring to the sub-contracted organisation</p>	<p>Operational / Medium</p> <p>All support envisaged in ILDP will be based on thorough analysis and recommendations taken into account environmental issues along with rights based and gender issues.</p>	<p>Local capacities for delivery and financial operations.</p>	<p>Environmental concerns are not taken into consideration in local initiatives</p>	<p>Activities may be delayed due to the regional context and potential tensions between the Chisinau and Tiraspol authorities</p>
<p>supported by broad participation of stakeholders, its own vision, strategy and action plan/road map which will clarify timelines and expectations, and sequencing of reforms. This effort will be combined with advise and training to create the necessary capacity to lead the process.</p>			<p>Operational / Medium</p> <p>The project will ensure broad participation of CSOs, associations of LPA, as well as will support associations of excluded population to be fully engage in the process.</p>	<p>Political/Medium</p> <p>The project will support the government to ensure full transparency and accountability during the design and implementation of the reform. The project will support CSOs to monitor the implementation of reform</p>	<p>High level of corruption could undermine reform efforts and gains</p>	<p>Limited opportunities for people with very little free time (like those taking care of family members with disabilities) to take part in identifying priorities, planning, and budgeting for regional and local development.</p>	<p>Lack of culture of participation</p>	<p>Operational / Medium</p> <p>The UNDP will address these risks by providing on-going training, coaching and mentoring to the sub-contracted organisation</p>	<p>Operational / Low</p> <p>All support envisaged in ILDP will be based on thorough analysis and recommendations taken into account environmental issues along with rights based and gender issues.</p>	<p>Local capacities for delivery and financial operations.</p>	<p>Environmental concerns are not taken into consideration in local initiatives</p>	<p>Activities may be delayed due to the regional context and potential tensions between the Chisinau and Tiraspol authorities</p>
<p>supported by broad participation of stakeholders, its own vision, strategy and action plan/road map which will clarify timelines and expectations, and sequencing of reforms. This effort will be combined with advise and training to create the necessary capacity to lead the process.</p>			<p>Operational / Medium</p> <p>The project team will analyze carefully, before planning the process at the local level, to identify the most suitable time for meetings, interviews, round table discussions etc. to allow people with very little free time to fully participate in the process.</p>	<p>Operational / Medium</p> <p>The project will use best practices and lessons learned to show tangible benefits for communities from other similar contexts, and will be working on changing the attitudes and behavior of local councilors and staff towards citizens as well as will empower communities, CSOs and citizens to fully participate in all local development processes.</p>	<p>High level of corruption could undermine reform efforts and gains</p>	<p>Limited opportunities for people with very little free time (like those taking care of family members with disabilities) to take part in identifying priorities, planning, and budgeting for regional and local development.</p>	<p>Lack of culture of participation</p>	<p>Operational / Medium</p> <p>The UNDP will address these risks by providing on-going training, coaching and mentoring to the sub-contracted organisation</p>	<p>Operational / Low</p> <p>All support envisaged in ILDP will be based on thorough analysis and recommendations taken into account environmental issues along with rights based and gender issues.</p>	<p>Local capacities for delivery and financial operations.</p>	<p>Environmental concerns are not taken into consideration in local initiatives</p>	<p>Activities may be delayed due to the regional context and potential tensions between the Chisinau and Tiraspol authorities</p>

II.8. TIMEFRAME AND PHASES OF THE PROGRAMME IMPLEMENTATION

<p>the participation of Transnistrian organizations should be kept to a minimum in order to avoid potential problems and non-contentious.</p>		<p>Different financial systems in the Transnistrian region may result in delayed disbursement and/or may cause additional Program costs for closer monitoring.</p>
<p>The UNDP has on-going activities in the region and the system of operation is being established.</p>	<p>Operational / Low</p>	

Taking into consideration the complexity (challenges of the decentralization reform) and comprehensiveness of the program (multi-level, multi-sectoral, as well as the need to apply HRBA and GE approached, etc) the Program envisage an Inception Phase for the duration between three to six months.

During the Inception Phase, the Program is expected to fulfill the followings:

1. To support the Government to identify the best institutional arrangements to initiate, lead and facilitate Decentralization Reform in the country;
2. Support/Facilitate Nation wide consultations/debates on the Decentralization Reform;
3. To support the Government to elaborate a Vision, Strategy and an Action Plan/Road map for the realization of the Decentralization Reform;
4. Provide Training on Decentralization issues in a HR and GE manner for the decision makers at the national and local levels, and CSOs;
5. Necessary analysis (general or sectoral) will be undertaken in support of elaboration of the Strategy;
6. Methodology for the integration of HRBA and GE will be elaborated in detail;
7. The current Program document will be adjusted based on the Reform Strategy and Action Plan, as needed;
8. Based on the analysis, the output indicators and targets will be adjusted as needed.

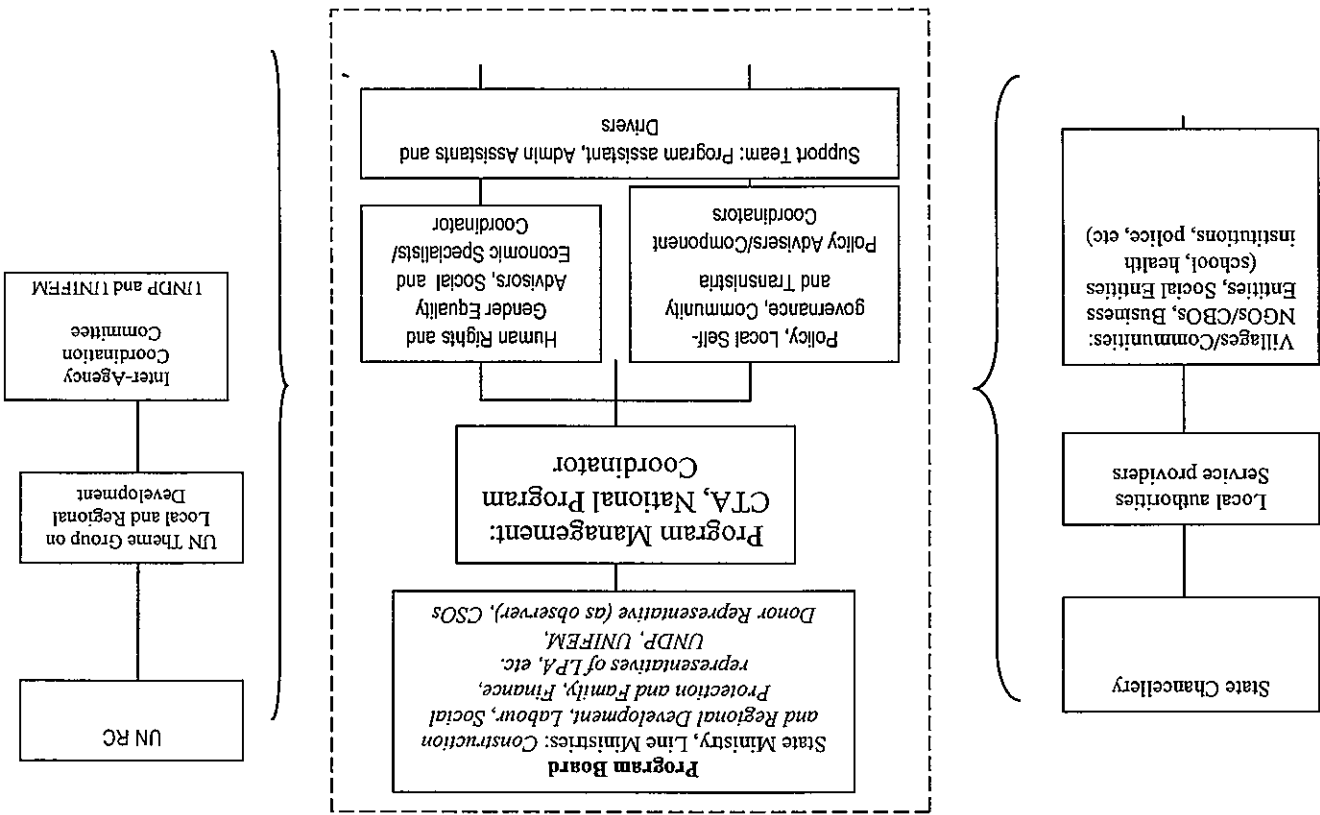
These initiatives under the Inception phase would be undertaken in parallel with the implementation of the program's Outputs 2, 3, and 4.

III. MANAGEMENT ARRANGEMENTS: ADMINISTRATION AND FINANCIAL MANAGEMENT

III.1 MANAGEMENT STRUCTURE

The Program will be managed as a Joint Program using the pass-through funding modality. It will be nationally executed, with the State Chancellery as the national implementing partner. Working together and in partnership with national implementing partners is a fundamental starting point for all UN priorities in Moldova, as elaborated in the UNDAF for Moldova.

Basic Structure of ILDP Program management



The Program will be managed at the highest level by a Program Board. The Program Board shall consist of 9 members: UNDP, UNIFEM, State Minister, Ministry of Construction and Regional Development, 2 representatives of LPA, 2 representatives of NGOs, and a donor representative (as an observer). The Project Board will be co-chaired by the UNRC and the State Minister, as per the generic TOR of the Board/Steering Committee. The Program Board will meet regularly, on a quarterly basis, during the course of the Program. *Ad hoc* meetings of the Program Board may be called when required, at the request of any two of its members at any time during Program implementation. Formal minutes shall be prepared and adopted for each meeting of the Program Board, detailing any proposals made and decisions taken. The CTA and NPC shall provide any necessary support to the Program Board. Decisions of the Program Board will be done by consensus.

The Program Board will be responsible for taking decisions on proposals and recommendations put before it by any of its members, or jointly by the participating agencies through the Inter-Agency Coordination Committee. It shall discuss and decide upon specific Program implementation issues, ensuring optimal transformation of activities into outputs through appropriate monitoring and evaluation actions pertaining to the relevance,

III.2. FINANCIAL ARRANGEMENTS

Close cooperation between the UN and other donor agencies will help to avoid duplication, reduce transaction costs and maximize synergies. UNDP, UNIFEM and donors that will participate in the Program will ensure that all necessary arrangements for co-ordination are made in a timely manner to ensure prompt implementation. This will include an inter-agency agreement between the two UN agencies, as well as concrete agreements between the UN and national partners for the implementation of the activities, management of funds, co-ordination and review of programme results.

Both bodies and day-to-day supervision of implementation will be supported by a National Program Coordinator. The National Program Coordinator will be contracted by UNDP/UNIFEM and located in Chisinau. All participating agencies will share responsibility for supervising the work of the Program Coordinator with a mind to ensuring the efficiency and effectiveness of the Program overall. S/he will be responsible for facilitating coordination and other overall Program activities, such as communications and media affairs, reporting, monitoring, evaluation, and interaction with the donor(s). S/he shall also provide logistical support to the Program Board and Inter-Agency Coordination Committee, including preparation of agendas and minutes. Policy Component Coordinator, Local Governance Component Coordinator, Community Component Coordinator, Human rights and gender equality Coordinator, Social issues specialist will be the program core team. One program assistant, two admin and finance assistants and three drivers will comprise the support team.

Program Team: International Chief Technical Advisor will lead the ILDP team during the entire program period. The CTA will be hired through international competitive selection based on the previous experience on Decentralization, Community empowerment/mobilization, program management and other related matters. S/he will be responsible to provide strategic guidance to the national team of ILDP, liaise with the State Chancellery and other national and international partners. The CTA will be also responsible for providing substantial inputs to the work of all four components and will assist the State Chancellery in leading the Donors Group on Local Governance.

An Inter-Agency Coordination Committee will provide recommendations and proposals to the Program Board. It will comprise of representatives participating UN agencies and the donors. The main objective of the Inter-Agency Coordination Committee will be to facilitate effective implementation and coordination of the Program. That is, the Inter-Agency Coordination Committee will discuss and agree upon work plans and budgets as well as any substantive or financial issues pertaining to implementation of the Program overall or related to applicable internal rules and regulations of any of the participating agencies. The Inter-Agency Coordination Committee shall also prepare substantive presentations or reports, proposals for any necessary amendments to the Program Document or Budget, and any other necessary proposals or recommendations for consideration by the Program Board. The Inter-Agency Coordination Committee shall meet on a quarterly basis, usually before the quarterly meeting of the Program Board. Additional *ad hoc* meetings may be called as required, upon the request of any participating agency. Formal minutes shall be prepared and adopted for each meeting of the Inter-Agency Coordination Committee, detailing any proposals made and decisions taken. The CTA and NPC shall provide any necessary support to the Inter-Agency Coordination Committee.

performance, and progress towards each outcome, facilitating cooperation between relevant partners and stakeholders (public and private), and ensuring continuous and effective communication and coordination between the Program and its beneficiaries. All requisite reports of the Program shall be presented to the Program Board for approval prior to submission to the donor(s). The Program Board will also provide a forum for sharing the key results of the Program, as well as discussing changes or challenges in the sector and proposing solutions. Participating agencies will share success stories, best practices, lessons learned, knowledge gained, and data collected during the Program. In this way, cooperation and linkages between the donor(s), participating agencies, national implementing partners, and other stakeholders will be ensured.