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### Annual Narrative Report

<b>Programme Title:</b>	Improving the Quality of Moldovan Democracy through parliamentary and electoral support
<b>Project ID:</b>	00058053
<b>Implementing Partner:</b>	Parliament of the Republic of Moldova Central Electoral Commission of the Republic of Moldova
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November 2012

## 1. Executive Summary

1. This report demonstrates the soundness of the intervention logic. Building on the already strong and productive relationships established with the Parliament and the Central Electoral Commission by UNDP, work has been able to proceed smoothly and results are already evident in both institutions. Despite this being an initial phase, limited start up effects are seen, and a range of studies, training and concepts have been developed that form a strong basis for future achievement.

## 2. The Development Context

2. The major development this year to effect the sector of the Programme's intervention - the election of a President of the Republic - occurred in March 2012. The ending of the long-term political stalemate has provided a positive and much improved basis for Programme implementation. For the Central Electoral Commission (CEC), the possibility of imminent parliamentary elections receded somewhat, freeing the CEC to focus as planned on more institutional issues. For the Parliament, the end of the stalemate and the coming of a more stable political environment provided opportunities to make key decisions and move on with planned Programme activities.

3. The Programme follows on from two successful but separate UNDP interventions - the Electoral Support to Moldova project that worked with the CEC from 2008, and the Support to Parliamentary Development in Moldova project that commenced in 2010. The new Programme supports both institutions through separate and joint activities.

4. The Programme is an institutional development programme, supporting the two institutions as they enter a new phase of consolidation and change. To this end, the Programme is tailored to support the implementation of both the CEC's Strategic Plan 2012-2015 (agreed in December 2011) and the Parliamentary Secretariat's Strategic Development Plan 2012-2014 (approved in April 2012). These plans were developed with the support of the predecessor projects. These plans represent a significant step forward for both institutions, setting out as they do clear targets and objectives for the coming years. As public institutions requiring ongoing public support to fulfil their mandates, the plans provide a clear basis for assessment of improvement and modernisation by interested stakeholders and partners.

5. Following on from the strategic directions set out in the respective plans, both institutions are also engaged in a re-structuring and refreshing of their staff establishment. At the CEC, the apparatus is increasing, with new positions being filled following a competitive recruitment process. The Parliament will also experience a large change in the staffing profile, including changes to some subsidiary units such as the garage and restaurant. The Parliament has hired nine further professional staff for human resources management, parliamentary research, strategic planning and auditing and IT. Again, this was achieved with the support of

the predecessor projects. The Programme has and will continue to support a large programme of learning and development activities for the staff of both institutions, ensuring that not only can they benefit from an appropriate number of staff engaged in appropriate areas of work, but also that these staff have their development supported and their competencies improved.

6. Changes to the physical status of the institutions is ongoing. Renovation of the Parliament building is underway and current plans are for plenary sessions to re-commence in the Parliament building in early 2013, followed by a gradual move of the Secretariat back to the premises. In 2012 ownership of its premises in central Chisinau was transferred to the CEC and the CEC has commenced a programme of repairs and upgrade, using state funds, to meet the needs of the restructured CEC. The Programme is provided with office space and utilities by the Parliament (where three Programme staff are stationed) and by the CEC (four staff, including the shared Programme translator).

7. UNICEF works with the Parliament of Moldova in a variety of ways. Work with MPs helps improve capacity to address child rights and reflect children's perspectives in legislative and outreach work. Work with parliamentary committees helps ensure that child rights are addressed withing the Parliament's wider oversight and agenda setting roles. The activities to be implemented in this Programme are directly related to the work undertaken by UNICEF in promoting the protection of children against sexual abuse and exploitation, in a wider context of child protection. The activities are also related to another component of UNICEF work related to reform of the juvenile justice system, in the framework of the wider national reform of the justice system.

8. Within the Parliament, the Deputy Speaker has a key role in the in promotion and adoption of child related policies by the Parliament and her interest in this area has positively influenced the adoption of child-sensitive legislation. She is also a member of the Parliamentary Committee on Health, Social Protection and Family which has significant contributions to make to the improvement of children well-being in Moldova. These factors influenced the model of assistance that UNICEF provides through this Programme.

9. The Parliament of Moldova ratified the Council of Europe Convention on the Protection of Children against Sexual Exploitation and Sexual Abuse (the Lanzarote Convention) in December 2011, and UNICEF programming was based on the need to support the further implementation of this important convention.

10. There were other interventions in the Moldovan 'democracy sector' in 2012. In relation to Parliament, there is no other institutional development intervention, but a variety of international and local organisations do sponsor sector-specific or *ad hoc* activities such as workshops, conferences and training. At the CEC, there is a separate stream of support provided by IFES with USAID funding. At the request of the CEC President, this Programme and IFES have divided up support work according to strategic plan objectives to avoid overlap.

11. In the wider political sphere, other actors do work on complementary or parallel issues. Within the UN system, other UNICEF work on child rights and education policy has a partly legislative focus (in addition to the work under this Programme). UNWomen hope to commence a project focused on women's political participation in 2013 that will have obvious synergies with both the Parliamentary and Electoral Components of this Programme. Other actors such as the OSCE Mission to Moldova, OSCE-ODIHR and the Council of Europe provide support to Moldova on issues such as electoral law, electoral standards, political participation and political finance. Again, the Programme actively cooperates and coordinates with these other actors to ensure maximum benefit for Moldova while minimising overlap and conflict.

### **3. Key results achieved in the period July-December 2012**

#### *Parliamentary component*

12. In regard to structural issues, the Permanent Bureau adopted in April the Strategic Development Plan 2012-2014. The Plan was prepared with support of the previous project "Support for Parliamentary Development in Moldova", but is noted here as one of the main achievements of support for the Parliament in 2012. The Permanent Bureau also adopted a new organisational structure for the Parliamentary Secretariat, which will make it possible to increase the service provided to MPs and parliamentary committees.

13. A new Regulation for the Secretariat was agreed. A national consultant, hired by the project, assisted Parliament staff in drafting the regulation which provides a clear framework for the functioning of the Secretariat, its departments and other units in the new structure. The Regulation was finalised and accepted by the Secretary-General and will be presented to the Permanent Bureau for final approval.

14. Within the Secretariat, management and reporting skills have improved; training on conflict resolution and negotiation skills for senior managers has been provided as a follow up of the leadership training provided in 2011. A training programme on presentation and reporting skills was provided to more than 50 Parliamentary staffers. English classes have recently commenced for Members of Parliament.

15. The communication skills of Members of Parliament have increased following the conclusion of a programme of professional media training. Over the two years of this activity 28 Members - including fraction leaders and key committee chairs - have taken the opportunity to enhance their skills in developing and delivering clear public statements.

16. A concept for an Internal News Bulletin and a Parliamentary Newsletter, to be produced by Parliamentary staff, has been developed. The Bulletin will be sent electronically every second week to keep all those who are working in the Parliament up to date with parliamentary activities and so help improve internal communication. The Newsletter will be published two or three times per year to inform citizens, schools, embassies, and others about the activities of

the Parliament. The Newsletter will be also available in English. The concept will be presented to the Permanent Bureau for final approval.

17. In reflection of their role in both the legislative process and in terms of oversight, considerable support has been provided to Parliamentary Committees. In the key area of European Integration/Approximation, a set of concrete rules has been developed on how to better structure the cooperation necessary between Parliament and Government to meet the demands of the approximation process. On the basis of the Programme's recommendations in this area a legislative proposal has been developed and submitted to the Parliament. The proposal is currently in process of discussion. These rules also provide for better oversight of the Government's work on European Integration by the Parliament. The Programme continues to support the Committee on Foreign Affairs and European Integration in both its oversight and outreach roles through support for seven Policy Forums, which took place in different parts of Moldova. A study visit was also conducted to Croatia for members of this Committee, who learnt about the changing nature of the European Integration process and the challenges that the Parliament of Croatia faced in the integration and approximation process. Due to a lack of appropriate candidates a planned adviser to the Committee could not be hired in 2012.

18. Two key external consultancies were undertaken during this period - one a mid-term review of the UNDP Parliamentary intervention, with a report due for discussion with the Parliament, donors and other stakeholders in December 2012 and the other a feasibility study for the establishment of Parliamentary offices outside of Chisinau (the so-called constituency offices). This report will also be the topic of discussions with the Parliament from December 2012.

19. As there is an overlap between the period covered by this report, and that of the last report of the former stand alone Parliamentary support project, the last report of that Project is attached at annex two for reference.

### *Electoral Component*

20. Support is being provided for the improvement of voter registration process and the further development of the CEC's IT capacity. A long term IT mentor is providing structured learning and training to the CEC's IT staff and also working with them on IT development tasks. A first product is a new stand alone web-based application for the compilation of the voters' lists which will be rolled out to local public administrations in late 2012 and early 2013, in time for the submission of the annual update to the CEC.

21. A variety of learning opportunities have been provided, from informal seminars on electoral topics to training on data protection law. A new programme of English classes has begun for CEC staff and permanent members.

22. Work commenced on activities to expand the knowledge of CEC members and staff on issues of human rights and gender equality. A five day BRIDGE workshop was presented, in

conjunction with the Romanian Permanent Electoral Authority, to explore the intersection of electoral administration and gender equality. This will be followed by a gender audit and further implementation work. Following positive feedback, the CEC President has asked for a condensed version of the workshop to be delivered in Chisinau for political parties and other stakeholders.

23. The Programme provides opportunities through UNDP regional and global initiatives that allows the CEC to connect to new innovations and approaches in electoral administration. In 2012, the CEC President delivered a case study at a global conference on information technology and elections; five CEC delegates participated in regional BRIDGE workshops and CEC and Programme staff acted as resource persons at regional events.

#### 4. Implementation approach

24. The Programme is managed by UNDP under the National Implementation Mechanism. The two counterpart institutions are responsible for decision making and ensuring the overall implementation of the Programme.

25. The Programme Board, which meets once a year, is supported as required by two steering committees. The Parliamentary Component steering committee met in September 2012. The Electoral Component steering committee has not needed to meet since the inception board meeting in July.

26. On a day to day basis activities are managed and delivered by the Programme team. The team works together on planning and monitoring and there is active cross-pollination between activities as appropriate. The team also provides back-stopping for the other component as required and ensures that relevant activities and opportunities are offered jointly to both institutions.

27. UNDP acts as coordinating donor for both electoral and parliamentary work in Moldova; no donor coordination meetings were required in this period. The Programme team supports both institutions in donor coordination and partnership building. The Programme team also looks for opportunities to work in partnership with other UN agencies, as indicated by the inclusion of UNICEF in the Programme as well as close cooperation with UNWomen and IOM.

#### 5. Overview of implementation per components – progress on output and activity level

##### *Parliamentary component*

**Parliamentary Activity One: Improving the institutional capacity of the Parliament to meet European standards of gender and human rights and strengthening the legislative and oversight functions of the Parliament**

28. The Programme and the Parliament have recently agreed a new approach to a planned action, that of contracting a Change Manager for a period of four to six months to assist the Secretary-General with the implementation of the Strategic Development Plan and the establishment of the new structure in the Secretariat. A terms of reference was agreed and advertised, but the recruitment process did not yield a candidate with both management and parliamentary experience. Further discussion with the Secretary General is planned on how to provide best possible in- and external expertise (including involvement of Parliamentary CTA) in this area.

29. The Programme continues to support a working group, established by the Parliament, on the review and evaluation of the Parliamentary Rules of Procedures. The working group is tasked with an overall evaluation of the Rules of Procedure and requested the project to provide information on European good practices; the Programme engaged a international expert to provide advice and assistance to the working group.

30. Due to changes in the budget timetable it was not possible to organise the planned workshop on Gender Responsive Budgeting as follow up to 2011's initial event. The event will instead take place in 2013.

31. On institutional matters, training on improving English language capacities for selected staff and MPs is being procured. The Programme has also supplied two national consultants to assist the Secretary-General and Human Resources staff in developing Standard Operating Procedures for recruitment of staff and the evaluation of staff performance.

32. An assessment of the legal framework for Parliamentary oversight of the Security Sector is underway. In addition to detailing current practice, the consultants will also develop concrete proposal for improving oversight of this vital sector, assisting the Parliament in its human rights protection role.

### **Parliamentary Activity Two: Strengthening the legislative and oversight functions of the Parliament**

33. A concept for a Student Internship Programme has been developed. The concept outlines a 6-9 months internship programme for final year undergraduate and post-graduate students in the Parliament. The interns will work in different departments and for committees, based on needs. The concept needs the approval of the Permanent Bureau.

34. Draft regulations for Secretariat subdivisions were developed by two consultants hired by the project. These regulations describe in detail the responsibilities of the different units in the Secretariat. After a review by the Secretariat, the drafts need the approval of the Permanent Bureau.

35. An IT consultant is working to develop a Standing Operating Procedure for Parliamentary website management and to develop a set of recommendations for website improvement.

36. As the Programme design foresees, the team continues to work closely with the Committee on Foreign Affairs and European Integration. In November a very successful study visit to the Parliament of Croatia was made by a delegation of MPs and staff of the Committee. The delegation has returned with a clearer understanding of the role Parliament has played in Croatia's European accession and the concomitant burden on the Parliament of Moldova. Lessons learned will be incorporated in future Programme activities.

37. The project intended to recruit a temporary adviser for this Committee to support the implementation of the regulation on cooperation between the Parliament and the Government in European Integration issues. The advisor would also assist the committee with legislation and monitoring of the European Integration process. Due to a lack of suitable applications the recruitment was postponed to 2013.

**Parliamentary Activity Three: Fostering the quality of the representative role of the Parliament and promoting more interaction between Members of Parliamentary, citizens and civil society.**

38. As planned, the Programme has initiated a feasibility process regarding the establishment of constituency offices outside of Chisinau. The report will be available for discussion and dissemination in December, and its recommendations will need to be reflected in the 2013 activity plan for this component.

39. As noted in section 2 the Programme has continued/concluded a programme of media training for MPs. In the last workshop leaders of the four Parliamentary fractions participated as part of boosting the skills base for the Programme's ongoing work on coalition building and coalition management. A planned separate course on negotiation skills was not possible in the reporting period due to the pressure of parliamentary business. Similarly, the planned study visit for a delegation of the Opposition to the European Parliament in Brussels has yet to be scheduled.

40. The Programme has developed a concept for a Media Centre to be housed in the renovated parliamentary premises. The equipment for the centre will be purchased by the Parliament itself.

41. A draft Manual on Public Hearings was presented in October to the Parliament. The Manual provides guidelines on how to prepare and organise Public Hearings in Parliament. It needs the approval of the Permanent Bureau.



42. Work has begun on establishing a Parliamentary website for young people. Based on examples from other national Parliaments the Parliament intends to establish a website through which young people, future voters, can learn about the Parliament and interact with the institution. The website can also be used in schools when studying parliamentary democracy. A design for the website has been finalised and work has begun on developing the website content.

#### **Parliamentary Activity Four: Promotion of child rights into parliamentary work**

43. In the reporting period, UNICEF has strengthened the capacity of the Office of the Deputy Speaker of the Parliament by providing financing for two staff positions - legal and communication experts. The aim was to improve the law making process, by making it more child rights oriented and raise the awareness of MPs on child rights issues, as well as to improve the external communication abilities of the Deputy Speaker. As a result of these interventions, amendments were made to the Penal Code and Penal Procedures Code, in order to bring them into compliance with the relevant standards – in this case the Council of Europe’s Lanzarote Convention - to improve the protection of Moldovan children against sexual abuse and exploitation. Adoption procedures were also improved to ensure the respect of the primary interest of the child in this process. Additionally, amendments to the national legislation were proposed to promote the social inclusion of persons with disabilities.

44. Participation was ensured by organizing public debates with participation of MPs and interested stakeholders, including social NGOs, of the proposed amendments. This also contributed to a raised awareness of MPs on child rights issues more broadly.

45. An issue of continued attention for the work of the experts is the ongoing debate on the reform of the Centre for Human Rights (Moldova’s ombudsman institution). Preparation of the necessary arguments for maintainance of an independent position of Ombudsman for Child Rights in the framework of a reformed institution will be the main objective of this activity. This will ensure these issues are kept high on the political agenda.

#### **Parliamentary Activity Six: Project Management and Support**

46. This activity proceeded as expected. The project hired an international consultant who performed a Mid-Term Evaluation of UNDP's parliamentary intervention will inform future project activities and management needs. Project Assistant Cristina Coloman will depart shortly on maternity leave and will be replaced in this period by Roman Rosca.

#### *Electoral Component*

#### **Electoral Activity One: Gender and Human Rights into Elections and CEC**

47. At the request of the CEC, the Programme organised a five-day BRIDGE workshop on the topic of Gender and Elections. This followed the participation of a three-member CEC

delegation at a regional workshop on the same topic and a follow up mission by the UNDP GPECS gender advisor to Moldova in February. This workshop was delivered jointly with and for the Romanian Permanent Electoral Authority and was a great success, building links between the two sister electoral management bodies as well as opening some eyes to the gender equality dimension inherent in electoral systems and practices. The CEC President has requested a condensed version be delivered in Chisinau for political parties and other stakeholders and the Programme plans to do this in early 2013.

48. As a follow on activity the Programme will support the CEC gender working group. This group is newly refreshed as each Directorate in the new CEC structure has a designated gender focal point - already a result from initial work on this topic by the Programme - and will include civil society representatives.

49. The Programme is supporting training for CEC members and staff on data protection law in December 2012 and has included follow on actions in the plan for 2013. It is also hoped that some broader introductory seminars on human rights issues will be delivered in late 2012 or early 2013.

### **Electoral Activity Two: An improved institutional environment for electoral management bodies to deliver inclusive and modern electoral processes**

50. The CEC is currently populating its new and expanded structure, following a long period of negotiation with Moldovan Government authorities. Some new staff have already commenced and most should be in post by December 2012. Accordingly the planned Training Needs Analysis (TNA) exercise was postponed but should commence in December. A local consultant will conduct the TNA in conjunction with the new CEC Human Resources focal point, and also provide mentoring and development for that new staff member.

51. As the CEC decided not to participate in the annual conference of the ACEEEO, the Programme instead will support a delegation to attend the study programme organised by the Romanian Permanent Electoral Authority for their upcoming Parliamentary elections.

52. A new series of English class has commenced at the CEC for staff and the members of the permanent Bureau.

53. The CEC received an delegation from the UK Electoral Commission in September to provide advice on the implementation of the proposed new political finance framework and to set out the implications for an electoral management body of such expanded responsibilities. This visit was organised by the Programme with the financial support of the UK Embassy in Moldova. Programme staff continue to participate in a variety of political finance discussions in a support capacity, as IFES takes the assistance lead on this element of the CEC's work.

### **Electoral Activity Three: Improving the public registration process for Moldovans and supporting the modernisation of Moldovan electoral processes**

54. The Programme has renewed support for the automation of Moldovan electoral processes. A long term IT mentor has commenced at the CEC, to provide intensive training and coaching for the CEC IT staff and, in conjunction with these staff members, develop new software and expand the coverage and use of the existing electoral management system.

55. The Programme supported an assessment of the Moldovan voter registration system conducted by OSCE-ODIHR in March and provided options on responding to the report for the CEC President. The Programme also supported a workshop with local public administrations in June to discuss methods for reducing the error rate in voters lists. Subsequently, the CEC and the Programme agreed to develop a new stand alone application for use by Local Public Administrations to compile and submit their annual voters' list update. This application will be rolled out in December 2012 and January 2013.

56. A planned consultancy to develop and cost a road map for how the CEC will meet its planned voter registration responsibilities in 2015 has not been procured. This is inhibiting wider planning and possible resource allocation. A workshop to initiate further planning was held in September.

#### **Electoral Activity Four: Project Management and Support**

57. This activity proceeded as expected. Beatricia Revenco joined the Programme in October 2012 as the Electoral Component Manager.

### **6. Summary of risks, issues and actions taken**

58. Please see annex one for the updated risk log.

### **7. Lessons learned**

59. Both components have had recent experience with a changed modality for study visits – instead of taking delegations abroad the Programme has supported in-bound visits by current practitioners from different European parliaments and electoral management bodies. This has been well appreciated by beneficiaries and provided for both broader and deeper learning in the institutions, as staff have the opportunity for detailed work on key issues, and some staff who do not normally travel have the opportunity to benefit from the sharing of experience and knowledge. Similarly, when delegations do travel, the most successful visits have been those made by small and focused groups that are engaged in a common topic.

60. For the Parliament component, the biggest challenge remains the involvement of the Opposition (in the current Parliament, this is the Communist Party). The intransigence of the political environment provides limited scope for involving Members of Parliament from the Opposition in joint activities with Members from other parties. Programme staff continue to

strive to provide development opportunities for the Opposition on an equal basis with the other Parliamentary parties.

## **8. Communication /Outreach/Visibility**

61. As institutional development programmes, there is limited scope for high visibility outreach. However, as both components work closely with the beneficiaries, the beneficiaries consistently acknowledge the support received by the Programme and its donors.

62. Programme materials have been developed where appropriate, such as a brochure describing the Parliament component. At the CEC, activities supported by the Programme are swiftly detailed on the CEC website with appropriate acknowledgement as well as cross-posted to electoral community resources.

63. Programme staff are active in complementary areas of activity, raising the profile and expertise of the Programme with other partners and counterparts.

## **9. Key priorities planned for next year**

### *Joint priorities*

64. Across both components there will be an increased focus on gender equality and protection of human rights. In the Parliament this will see support for the proposed Women's Caucus, and at the CEC the finalisation of the gender audit and the gender equality action plan. There will also be joint training and briefing on a variety of human rights topics for the staff of both institutions.

65. Following on from previous work in both components, there will continue to be support for improving and regularising the relationship between the CEC and the Parliament, to provide an improved budget and reporting process in line with other independent state authorities.

### *Parliament component*

66. 2013 will see concerted work to support an improvement in the depth and breadth of parliamentary research, through activities designed to both improve research skills as well as the demand for research.

67. Following on from the feasibility study conducted in 2012, work will continue on the establishment of the proposed constituency offices.

68. Inside the Secretariat, the work of the Change Manager in supporting the Secretary-General and the restructuring process is crucial.

69. The Programme will support a new process to develop a model of regulatory impact assessments to be performed on proposed legislation, bringing Moldova into line with European norms.

70. Work undertaken by UNICEF will focus on the strengthening of the oversight capacity and role of the Parliament in relation to child rights, by providing short-term training sessions and organising round tables for MPs and Parliamentary staff.

## Addendum: Reporting against UNDP 2013 corporate priority areas:

### a) Gender

The Programme has begun to achieve its objectives of raising awareness of gender equality and the important role played by electoral management bodies and parliaments in achieving gender equality. The decision by the CEC to designate gender focal points in all Directorates is forward thinking and quite advanced in comparison to other Moldovan public institutions. The enthusiasm for training on gender equality and the commitment to undertaking a gender audit process are also notable and provide a good base for the future.

In the Parliament there is increasing interest in this area. Key activities to promote gender equality, such as the establishment of a woman's caucus in Parliament, are planned for 2013.

### b) Contribution to capacity development

As an institutional development programme, there is an obvious emphasis on capacity building in all activities. The support given to both institutions to develop strategic plans and training needs analyses provide a clear benchmark for assessing the durability of the intervention and the planned further human resources support in both components will include a monitoring and evaluation component.

### c) Dimensions

#### a) *Awareness raising/Brokering/Convening*

1. Which institutions/groups are the focus of your work?
  - ▶ Parliament
  - ▶ Electoral Management Body
2. Is UNDP aiming to contribute to a change in attitudes and/or behaviors? Yes, to promote a more inclusive political process.
3. Has UNDP contributed to a change in attitudes and/or behaviors to address gender inequalities in specific areas? Yes, by awareness raising and training in applying inequality analysis to electoral and parliamentary procedures.
4. Is UNDP aiming to expand access of specific groups to political process and decision-making? Yes; the Programme has specific foci on increasing the access to political process for women, for young people and children and for marginalised groups.

#### b) *Support to national assessment, planning, budgeting and policy making*

1. Which institutions/groups are the focus of your work?
  - ▶ Parliament
  - ▶ Electoral Management Body
2. Is UNDP supporting a diagnostic or assessment, planning, budgeting, policy making or legislative process or processes?
  - ▶ Diagnostic or Assessment: Yes: Gender audit of the electoral process
  - ▶ Planning: No

- ▶ Budgeting: No
- ▶ Policy making: No
- ▶ Legislative process: Yes: Wide-ranging support for improving the legislative process

**d) South-South/East-East cooperation**

a) Please list countries that PROVIDED south-south support to your programming country

Parliament:

Croatia, Romania, Czech Republic

Central Electoral Commission:

Georgia, Romania

b) This support was of the following type: Expertise and Experiences; Standards and Models

c) The support took the form of hosting study visits, providing experts for missions to Moldova; sharing of precedent and other documentary materials; hosting and convening of workshops and training. Support was provided to the respective Parliament or Electoral Management Body

d) The cooperation was effective: Parliament: lessons learned from study visit to Croatia incorporated in future plans of both Parliament and Programme. Electoral Commission: lesson learned incorporated into structural change ad regulation.

e) Please list counties that RECEIVED south-south support from your host programming country

Central Electoral Commission:

Georgia, Romania, Ukraine, Armenia

f) This support was of the following type: Expertise and Experiences; Standards and Models

g) The support took the form of hosting study visits, providing experts for missions; sharing of precedent and other documentary materials; hosting and convening of workshops and training.

**e) Environmental /Social Safeguards**

UNDP does not directly support the application of environmental and social safeguards in this Programme.

## Annex One: Risk Log as at November 2012

#	Description of risk	Category	Impact & Probability (1-5)	Countermeasures / Management response	Owner	Author	Date identified	Status Nov 2012
1.	Low willingness to pursue reform by the Parliament and CEC leadership	organizational	I: this could result in the inability to implement project activities P: 2	UNDP and UNICEF will engage from the very start in the acceptance by the Parliament and CEC of the project provisions. Also, the project will advocate constantly and raise awareness of leadership about the benefits of institutional reforms and capacity developments, including in terms of ensuring permanent contact of MPs with the constituents	Project executive	UNDP, UNICEF	March 2012	
2.	Gender and HR in Parliament and CEC – low availability of staff and MPs for trainings and other learning events	Organizational	I: Low/reduced impact of trainings and limited possibility to mainstream the concepts P: 2	Have ongoing discussions with management of the involved institutions and approve flexible plans for trainings/visits and other learning events. Use of ICT for learning	Project Executive	UNDP UNICEF	March 2012	Experience in 2012 is that the commitment to this work remains solid
3.	Parliament and CEC staff turnover	organizational	I: can diminish the effect of capacity building and jeopardize the institutional memory.  P: 2	Encourage staff to stay by providing an interesting environment with long term individual development plans, encourage government to budget for retention of core staff through non-election years, ensure more than one person knows each task and functional area, create good archive. Ensure development activities are spread across staffing profile	Project Executive	UNDP	March 2012	This continues to be monitored.



#	Description of risk	Category	Impact & Probability (1-5)	Countermeasures / Management response	Owner	Author	Date identified	Status Nov 2012
4.	Lack of cooperation with (local) Government authorities	Political/organizational	I: can delayed the establishment of regional parliamentary offices and voter registration work  P: 3	UNDP will inform from the very beginning the (local) Government authorities about the importance of regional parliamentary offices and engage them in the development of the detailed concept and further implementation and setting up the offices UNDP engage as required with CPA and LPAs on voter registration work	Project executive	UNDP	March 2012	
5.	Lack of funds / delayed disbursement.	financial	I: can cause delays in delivery of goods and services and decrease motivation of beneficiaries to cooperate on longer-term  P: 3	Advancement of funds for initial procurements	Project Executive	UNDP	March 2012	
6.	Risk of corruption in procurement actions	organizational	I: Inefficiently spent funds  P: 1	Procurement will be done by UN rules or national procurement in a transparent manner. In all procurement the Parliament and CEC staff will be involved by in making decision UN experts view will prevail	Project executive	UNDP, UNICEF	March 2012	