

Monitoring and evaluation will follow the UNDP and UNIFEM agreed guidelines on Monitoring and Evaluating for Results.

III.5. MONITORING AND EVALUATION

Each participating agency shall further follow its own internal rules, regulations, and practices vis-a-vis substantive reporting

UNDP shall submit, as the lead Agency behalf of all the participating agencies, an annual progress report for each year of implementation of the Program, and a final report after the conclusion of the Program. Substantive reports will detail the activities, achievements, and results of the Program to date, as well as highlight major activities planned in the coming year. Each participating agency shall contribute, on a quarterly basis, substantive material for progress reports and shall apply a common reporting format for their submissions based on key principles such as results-based annual reporting. The participating agencies shall present their quarterly substantive reports to the Inter-Agency Coordination Committee for review, discussion, and harmonization. Thereafter, they shall be submitted to the Program Board for approval. Annually, UNDP, as the lead agency, will prepare a consolidated substantive report based upon the earlier approved quarterly submissions. The consolidated annual progress report will be reviewed by the Inter-Agency Coordination Committee, approved by the Program Board, and then formally submitted to the donor(s).

III.4. SUBSTANTIVE REPORTING

To ensure proper and timely financial reporting, each participating agency shall prepare financial reports in accordance with Section VI "Reporting" of the MOU for this Joint Programme. Financial Reporting will be done by the AA.

III.3. FINANCIAL REPORTING

Board.

Any balance remaining in the Joint Programme Account or in the individual Participating UN Organizations' separate ledger accounts upon completion of the Joint Programme will be used for a purpose mutually agreed upon or returned to the donor as agreed upon by the donor and the Program Board.

All UN development activities in Moldova are tax-exempt. Programmatic and financial accountability will rest with each participating agency responsible for managing respective parts of this Joint Program.

This Program Proposal and the attached common Work Plan clearly indicate the activities to be supported by each Participating Organization. The indirect costs to be charged by each organization are reflected in the respective budgets (7% PSC). The Program Board may request any of the Participating UN Organizations, to perform additional tasks in support of the Joint Programme not related to the Administrative Agent functions and subject to the availability of funds. Costs for such tasks will be agreed in advance and with the approval of the Steering Committee be charged to the Joint Programme as direct costs

This Program will utilize a pass-through funding modality. The UNDP will serve as the Administrative Agent of this Joint Program to pass resources through to Participating Organizations (UNIFEM and UNDP) in accordance with the Memorandum of Understanding and as per the Joint Programme Budget. The donor will transfer the funds to UNDP (pursuant to a Standard Administrative Arrangement). For pass-through portion of joint Programme funding, UNDP and UNIFEM will assume programmatic and financial accountability for funds received and will manage funds in accordance with their financial rules and regulation and assigned responsibilities under the Joint Programme and its Budget, and as set forth in more detail in the Memorandum of Understanding.

The Monitoring and Evaluation Plan (M&E Plan) will be adjusted as per requirements of UNDP, UNIFEM and the Government. Its main goals will be to ensure continuous feedback on implementation, early identification of potential problems to facilitate timely adjustments to Program operation, and implementation in accordance with the overall strategic plan for the Program. The M&E Plan will contribute to ensuring regular reporting to donor(s) on the effective use of all funding.

Gender mainstreaming has been taken into account in designing and formulating this Program, and it will continue to be an important factor in planning, monitoring, and evaluating activities and operational strategies. The Program's M&E Plan will be a tool for planning and managing the collection of data and performance of activities, as well as for analyzing and reporting on the same. The M&E Plan will be a flexible document, which can be changed with a full understanding of the reasons for any necessary deviations. Monitoring, having its emphasis on systematic assessment at the Program level, provides the basis for making decisions and taking actions, and it is indispensable in providing information and data for evaluations. This process is based on data collection, and it is essential that such data and information is accumulated in an organized, planned, and routine way in accordance with the M&E Plan.

Monitoring within the Program is of particular importance since it feeds the future evaluation with information and data on effectiveness (contribution of the Program to achieving national priority goals, enhancing ownership, and developing national capacity), efficiency (impact on reducing transactional costs of the Government and participating agencies, influence of participating agencies on the pace of implementation), coherence (degree of progress towards common goals, degree of application of crosscutting strategies, such as human rights-based approach, capacity development, gender mainstreaming), and management and coordination (appropriateness of delineated responsibilities and coordination functions, effects of coordination or lack of coordination on the Program).

Collection of data and information in a disaggregated by sex, age, region and, where relevant, other grounds, to the extent possible will be an on-going process and will be integrated into the activities of the participating agencies, with coordination support provided by the Program Coordinator. Details of the process, including actions, tasks, and responsibilities, will be described in the M&E Plan. In general, it should include financial monitoring and monitoring of inputs and activities. Quarterly financial reports will be prepared, including reporting on both financial expenditures and major deviations from the budget.

The participating agencies agree to assume responsibility for performing joint monitoring of activities under the Program. The results of monitoring activities will be presented on a quarterly basis to the Program Board. The Program Board will meet on a quarterly basis to review progress on the Program, and more often, as requested by any two members. Members will provide regular feedback on implementation of the Program and propose any necessary corrective actions to resolve problems, ensure accountability, and make recommendations on how to improve the quality and impact of current and future interventions.

The Program will be subject to an Annual Review within the framework of the UNDAF Annual Review process and in accordance with UN standards and the UNDAF monitoring and evaluation plan. For the Annual Review process, participating agencies will be responsible for preparing substantive annual reports on their respective activities.

While monitoring is routine and ongoing, evaluation is an in-depth study, taking place at specific points in the life of the Program. The Program will be subject to a final evaluation, resulting in a final evaluation report. This shall include an overall assessment of the Program, achieved with joint input from all the participating agencies and national implementing partners, as well as recommendations for future interventions in the sustainable local development and local governance fields to build upon the results of the Program in Moldova. More specifically, the final evaluation report will have the following major purposes:

- To provide information to the various stakeholders on the extent to which Program goals were achieved and their appropriateness in light of experience;
- To assess the impact of the Program on the direct and indirect beneficiaries from human rights and gender perspective in Moldova as a whole;
- To extract lessons learned and best practices, as well as to identify challenges and obstacles, to inform future development Programs;
- To provide the Program's partners, stakeholders, and donor(s) with information and analysis to learn from past experience, improve service delivery, plan and allocate resources, and demonstrate results as part of accountability.

A more detailed description of evaluation process will be presented in the M&E Plan. The general concept is summarized as follows: As a basis for a Final Program Report, an end-of-Program evaluation shall be performed focusing on to what extent the Program i) has been implemented effectively, ii) reached the intended outcomes, iii) has been cost effective, and iv) provided sustainable benefits and services.

IV. LEGAL CONTEXT

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

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

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

V. ANNEXES

V.1. Resource and Results Framework

Intended United Nations Development Assistance Framework for Moldova Outcome:

By 2011, 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.

2007-2011 UNDP Moldova Country Programme Outcomes:

- 3.1. LPAs operate in a more effective and transparent manner
- 3.3. Empowered committees and CSOs participate in local development planning, implementation and monitoring in a gender sensitive manner

The overall expected outcome of the Integrated Local Development Programme (ILDP) is to create 1) at policy level an enabling environment in Moldova for democratic local governance and community-led development through a facilitative policy, legal framework and institutionalised participatory, accountable, equitable local governance practices and capacities; and 2) at community level self-sustaining processes of social, economic and environmental development

Immediate objectives:

- o 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.
- o To support capacity development of local authorities for rights based gender responsive participatory planning, budgeting, implementation, monitoring and evaluation of development initiatives
- o To empower rural committees 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
- o Committees 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

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets.

- Level of absolute and extreme poverty (in the republic at large, in rural areas, in towns, in cities)
Baseline (2004): in the republic at large – 26,5% and 14,7%; in rural areas – 31,2% and 18,0%, in towns – 34,9% and 17,5%, in cities – 6,9% and 2,9% (National Bureau of Statistics based on Household Budget Survey)
Target: 18% (2015)
- Gini Coefficient, based on consumption, (relative)
Baseline: Gini Coefficient, based on consumption, per one inhabitant (relative) – 0.361 (National Bureau of Statistics based on Household Budget Survey)
Target: 0.33
- % of the local budgets income growth (without grants and remittances from the state budget)
Baseline 2005 - 26.7% (2004-2005 MoF)
Target: 25.7%
- % of population that report satisfaction of services provided by LPA
Baseline: Satisfaction indicator of +0.26 (options to choose within the range of -1 and +1) (2008)
Target: +0.40
- Number of public consultations including meetings at local level with the participation of public associations/NGOs/CSOs, protecting the rights of children, youth, women, PLWHA etc.), within the framework of the local budgets planning procedure
Baseline: In 2003-2005, 147 (on budget and local development) (LPA reports, NGO Survey)
Target: Increased numbers of meetings/ consultations
- % of NGOs, which participate in local development planning
Baseline 2006 - 15.7% of NGOs participated in local development planning
Target: 50%
- % of NGOs providing services at the local level
Baseline 2006 - 7.2% of NGOs providing services at the local level
Target: Increased number of NGOs providing services at the local level (15%).

Applicable MYFF Service Line: 2.6 Decentralization, local governance and urban, rural development

Partnership Strategy

A participatory approach, taking into account HR and GE approaches will be used in the implementation of this Program. Experts from relevant sector ministries and departments, private companies, NGOs, the academia, local communities and key actors from the donor community will be involved at both the design and implementation phases. Such an approach will provide the basis for reaching consensus amongst all stakeholders and mobilizing all social efforts and available resources to foster the proper implementation of actions envisaged and hence the mitigation of development gaps. Special attention will be given to implementing the Partnership Principle and HR and GE approaches in the formulation of fiscal decentralisation, local/regional policies, objectives setting and prioritising and to promoting public-private partnerships in the implementation work.

Close cooperation between the UNDP and UNIFEM Moldova and donors Agencies, in the framework of the Local and Regional Donor's Group, led by the Government, will maximize synergies, ensure coordination, as well as reduce transaction costs and avoid duplication. UNDP, UNIFEM and donors that will participate in the Program will ensure that all necessary arrangements for co-ordination are made in a timely and gender sensitive manner to ensure prompt and effective implementation. This will include an agreement on the division of responsibilities among agencies active in this sector and national partners for the implementation of the activities management of funds, co-ordination and review of Program results through HR and GE approach.

To provide overall direction and take decisions on specific aspects of Program implementation a Programme Board will be created, led by the Government and involving senior personnel of all signatories to the Program document with similar level of decision-making authority. It will also include representatives of key ministries, donors and other institutions and associations.

At the community level, the Program's key partners are foremost the poorest communities of the selected region. Other stakeholders include the District Councils and communes, the Regional Development Council and Agency where the Program will be implemented. The stakeholders of the region represent the primary partners for the proposed initiative due to the heavy emphasis on community mobilization and participatory processes involved in all activities.

Program title and ID (ATLAS Award ID): *Integrated Local Development Programme*

Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs
<p>1. National legal, policy and advisory frameworks to support sustainable processes of development at sub-national level developed.</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Capacitated institutional framework to lead the decentralization reform established; 2. Vision, strategy and action plan/road map towards the reform approved; 3. Legislation amended, law on Local Public Finance approved; 4. Decentralization reform strategy implemented (TB updated/specified during the inception phase) 5. Monitoring system, with HR and Gender indicators, in place 6. # of training provided to Government officials, LPA, CSOs on decentralization 7. # of debates on decentralization organized; 8. # of training on HRBA and GM 	<p>Capacity Development Plan of the Government (State Chancellor)</p> <p>3 policy impact assessments are undertaken in a rights based, gender responsive manner</p> <p>Knowledge Network established and functioning</p> <p>National decentralisation strategy formulated in a rights based, gender responsive manner</p>	<p>1.1 Develop capacity of the Government (State Chancellor) and relevant Parliamentary Commissions for policy formulation, coordination, implementation, monitoring and evaluation (the support to be adjusted considering the specific role of this institutions)</p> <ol style="list-style-type: none"> a) Capacity of the Government (State Chancellor) assessed through HR and Gender angle and Capacity Development Plan for 2010-2012 elaborated on the basis of HR and GE approach b) Capacity developed among public officials from relevant central institutions to support participatory and gender sensitive local development planning and decision-making <ul style="list-style-type: none"> > Design capacity development activities > Facilitate training workshops c) Organize exchange visits for participants <p>1.2 Provide policy advice, analysis, research and support for legislation improvement in the area of local democratic governance, decentralisation and local development</p> <ol style="list-style-type: none"> 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 sectoral 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; 2) administrative and fiscal decentralization; 3) enabling environment for local self-governance and community-led development; 4) local social, economic and 	<p>State Chancellor Parliamentary Commissions LG MoEC MoF PIT PB CU</p>	<p>International consultancy International travel costs Local consultancy Local travel costs Room + equipment for training, workshops, forum, conference (rent) Meeting costs Printing costs Sandries</p> <p>UNDP: 282,000 UNIFEM: 77,000</p>

<p>provided 9 Curricula for APA on HRBA and GM into local governance</p> <p>Baseline:</p> <ol style="list-style-type: none"> 1. Institutional framework is not established. No/ or very limited capacity ; 2. No vision, strategy and action plan/road map towards the reform; 3. Legislation on LPA exists, but needs to be amended. New law on Local Public Finance doesn't exist. 4. No decentralization reform strategy 5. No monitoring system, with HR and Gender indicators, in place 6. No of training provided to Government officials, LPA, CSOs on decentralization 7. No debates on decentralization organized in the past 3 years; 8. No training on HRBA and GM provided. No methodology exists 9 No curricula in APA on HRBA and GM in local governance exists <p>Target:</p> <ol style="list-style-type: none"> 1. Capacitated institutional framework to lead the decentralization reform established. 2. Vision, strategy and action plan/road map towards the reform approved. 3. Legislation amended, law on Local Public Finance approved. 4. Decentralization reform strategy implemented (TB updated/specified during the inception phase) 5. Monitoring system, with HR and Gender indicators, in place 6. 10 training provided to Government officials, LPA, CSOs on decentralization 7. 16 debates on decentralization organized; 8. 6 of training on HRBA and GM provided 9 Curricula for APA on HRBA and GM into local governance elaborated 		<p>environmental development; and 5) reducing threats to human security and improving human rights and gender equality in the communities</p> <ul style="list-style-type: none"> ➤ Analysis of existing policy/legal framework and documented experience ➤ Formulate policy recommendations ➤ Propose national decentralization strategy <p>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.</p> <p>1.3 Support Government (State Chancellor) to ensure coordination and coherence in approaches to local/regional development by all partners</p> <ol style="list-style-type: none"> a) Government (State Chancellor) capacity strengthened to lead sector/policy coordination in the areas of decentralization, delegation or devolution of education, social assistance, health and other taking into account HR and GE aspects b) Support the Government to lead donors' coordination for decentralization and local governance. c) Knowledge Network (KN) established as knowledge management, information sharing and partnership building tool on platform and overall leadership of the Academy of Public Administration under the President. (Link to be made with the on-going Sida Program with APA, GRB and GE courses to be added for the LPAs within APA) d) Provide assistance to APA to include training in political skills such as negotiation, consensus building, shared decision-making, conflict management, and participatory approaches. e) Provide support to APA to introduce HRBA into its curricula <p>1.4. Awareness and communication</p> <ol style="list-style-type: none"> 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: <ul style="list-style-type: none"> - TV and radio information. - Information in print media - Media communication. <ol style="list-style-type: none"> a. Media releases b. Press conferences c. Response to media calls d. Coordination of information on relevant Web sites e. e-mail list serves <ol style="list-style-type: none"> d) Public debates. e) Support outreach activities: traveling theatres, concerts, text messages, DVDs; discussions clubs, computer games, formal and informal networks 	<p>Government (State Chancellor) Parliamentary Commissions Line Ministries LG PIT</p>	<p>International consultancy International travel costs Local consultancy Local travel costs Room + equipment for training, workshops, forum, conference (rent) Meeting costs Printing costs Sundries</p> <p>UNDP: 148,000 UNIFEM: 30,000</p> <p>UNDP: 160,000 UNIFEM: 40,000</p>
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<p>and used by APA in the continuous training programme</p>	<p>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.</p> <p>Target region and rayons, selected based on the following criteria:</p> <ul style="list-style-type: none"> - deprivation indicator - geographical coverage (ensure a balanced support) including the Transnistrian region of Moldova - willingness of local authorities to cooperate <p>Indicators*:</p> <ol style="list-style-type: none"> 1. # of rayons with approved Socio-Economic Development Strategies 2. # of public debates on the in the process of elaboration 3. # of stakeholders involved (the indicator TB disaggregated by local institutions, SCOs, private sector, and vulnerable/excluded – women, roma, poor etc.) 4. % of citizen satisfaction on services provided by LPA (the indicator TB disaggregated to take into consideration vulnerable/excluded – women, roma, poor etc.) 5. # of services improved in the target rayons 6. # of training provided to LPA and other stakeholders (CSOs, private sectors, vulnerable groups) 7. # of debates for a organized 8. Association of LPA fully functional <p>Baseline:</p> <ol style="list-style-type: none"> 1. 0 target rayons with approved Socio-Economic Development Strategies 2. 0 public debates in the target rayons on the in the process of elaboration 3. 0 stakeholders in the target rayons involved (the indicator TB disaggregated by local institutions, SCOs, private sector, and vulnerable/excluded – women, roma, poor etc.) 4. TBD - % of citizen satisfaction on services provided by LPA (the indicator TB disaggregated to take into consideration -vulnerable/excluded – women, roma, poor etc.) 5. TBD - # services improved in the target rayons 6. TBD - # of training provided to LPA and other stakeholders (CSOs, private sectors, vulnerable groups) 7. TBD - # of debates for a organized 8. Many association exists created on political affiliation. No one advocating of behalf and for LPA <p>Target:</p> <ol style="list-style-type: none"> 1. 10 rayons with approved Socio-Economic Development Strategies 2. 100 public debates on the in the process of elaboration 3. TBD - # of stakeholders involved (the 	<p>Capacities of 10 rayon's and town administration assessed through human rights and gender equality lens</p> <p>Socio-Economic Development strategies elaborated in 10 rayons and 10 towns in a rights based, gender responsive manner</p> <p>Min 200 public servants trained</p> <p>Internal administrative procedures manual elaborated</p> <p>20 inter-municipal Programs elaborated</p> <p>20 Programs implemented in a rights based, gender sensitive manner</p>	<p>2.1 Socio-Economic Strategy of 10 Target Rayons and Towns developed and implemented in a gender and human rights sensitive and participatory manner:</p> <ol style="list-style-type: none"> a) Analysis, Formulation and Approval of the Socio-Economic Strategy done in a participatory 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 participatory and gender and human rights sensitive manner d) Support to the implementation of the Socio-Economic Strategy in 10 Rayons and 10 Towns <p>2.2 Capacity of 10 Target Rayon's and Towns developed for participatory and gender sensitive planning, performance budgeting and financial management, monitoring and evaluation:</p> <ol style="list-style-type: none"> a. Assessment of current capacities, covering planning and decision-making, monitoring and evaluation, performance budgeting and financial management systems and procedures in a gender and human rights sensitive manner focusing on: <ol style="list-style-type: none"> i. Functional analysis of LPA current systems and recommendations for improvements. ii. Assessment of local public expenditure management in terms of strategic planning and procurement, assets management, accounting and financial reporting, internal controls and monitoring, evaluation and audit; b. Capacity development strategies for target Rayons and Towns elaborated and implemented taking into account HR and GE aspects (based on capacity assessment of selected Rayon and Town officials) through: <ol style="list-style-type: none"> i. Elaborate gender sensitive training modules including where relevant other elements for inclusion, and provide training for LPA officials (in partnership with the Academy for Public Administration and Universities) in the areas of planning and decision-making, performance and gender budgeting, monitoring and evaluation. ii. Strengthen local capacity for data collection in a disaggregated manner. Link to be made with the initiatives of NBS on improving data collection in the framework of UNDP/UNIFEM/UNFPA Program <p>2.3 Support for improvement of local public service and utilities management (Local Services and Utilities) and access of most vulnerable to services and utilities</p>	<p>UNDP: 742,000 UNIFEM: 168,000</p> <p>International consultancy Mission costs Local consultancy Room + equipment for training Meeting costs Printing costs Dissemination costs Contractual services Sundries</p> <p>UNDP: 660,000 UNIFEM: 80,000</p> <p>International consultancy Mission costs Local consultancy Room + equipment for training Meeting costs Printing costs Dissemination costs Contractual services Sundries</p> <p>UNDP: 541,000 UNIFEM: 168,000</p>	<p>International consultancy/GA Mission costs</p>
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<p>UNDP: 742,000 UNIFEM: 168,000</p> <p>International consultancy Mission costs Local consultancy Room + equipment for training Meeting costs Printing costs Dissemination costs Contractual services Sundries</p> <p>UNDP: 660,000 UNIFEM: 80,000</p> <p>International consultancy Mission costs Local consultancy Room + equipment for training Meeting costs Printing costs Dissemination costs Contractual services Sundries</p> <p>UNDP: 541,000 UNIFEM: 168,000</p>	<p>LG State Chancellery MoEC MoF PIT PB</p> <p>LG State Chancellery MoEC MoF PIT PB</p>	<p>2.1 Socio-Economic Strategy of 10 Target Rayons and Towns developed and implemented in a gender and human rights sensitive and participatory manner:</p> <ol style="list-style-type: none"> a) Analysis, Formulation and Approval of the Socio-Economic Strategy done in a participatory 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 participatory and gender and human rights sensitive manner d) Support to the implementation of the Socio-Economic Strategy in 10 Rayons and 10 Towns <p>2.2 Capacity of 10 Target Rayon's and Towns developed for participatory and gender sensitive planning, performance budgeting and financial management, monitoring and evaluation:</p> <ol style="list-style-type: none"> a. Assessment of current capacities, covering planning and decision-making, monitoring and evaluation, performance budgeting and financial management systems and procedures in a gender and human rights sensitive manner focusing on: <ol style="list-style-type: none"> i. Functional analysis of LPA current systems and recommendations for improvements. ii. Assessment of local public expenditure management in terms of strategic planning and procurement, assets management, accounting and financial reporting, internal controls and monitoring, evaluation and audit; b. Capacity development strategies for target Rayons and Towns elaborated and implemented taking into account HR and GE aspects (based on capacity assessment of selected Rayon and Town officials) through: <ol style="list-style-type: none"> i. Elaborate gender sensitive training modules including where relevant other elements for inclusion, and provide training for LPA officials (in partnership with the Academy for Public Administration and Universities) in the areas of planning and decision-making, performance and gender budgeting, monitoring and evaluation. ii. Strengthen local capacity for data collection in a disaggregated manner. Link to be made with the initiatives of NBS on improving data collection in the framework of UNDP/UNIFEM/UNFPA Program <p>2.3 Support for improvement of local public service and utilities management (Local Services and Utilities) and access of most vulnerable to services and utilities</p>	<p>UNDP: 742,000 UNIFEM: 168,000</p> <p>International consultancy Mission costs Local consultancy Room + equipment for training Meeting costs Printing costs Dissemination costs Contractual services Sundries</p> <p>UNDP: 660,000 UNIFEM: 80,000</p> <p>International consultancy Mission costs Local consultancy Room + equipment for training Meeting costs Printing costs Dissemination costs Contractual services Sundries</p> <p>UNDP: 541,000 UNIFEM: 168,000</p>	<p>International consultancy/GA Mission costs</p>	

<p>indicator TB disaggregated by local institutions, SCOs, private sector, and vulnerable/excluded – women, roma, poor etc.)</p> <p>4. TBD - % of citizen satisfaction on services provided by LPA (the indicator TB disaggregated to take into consideration vulnerable/excluded – women, Roma, poor etc.)</p> <p>5. TED - # of services improved in the target regions</p> <p>6. 100 training provided to LPA and other stakeholders (CSOs, private sectors, vulnerable groups)</p> <p>7. 100 debates/for a organized</p> <p>8. One association of LPA fully functional</p>	<p>a. Capacity assessment of the management of local public services (social assistance, health, education etc.) and utilities (water, energy, heating supply etc.)</p> <p>b. Elaboration and implementation of a gender and human rights sensitive 'intervention package', a capacity development strategy and provision of training and TA for efficient local public services and utilities management.</p> <p>c. Support for the improvement of the management of selected local public services and utilities through inter-municipal cooperation.) taking into consideration gender and human rights approach.</p>	<p>ALPA PIT PB</p>	<p>Local consultancy Room + equipment for training Meeting costs Printing costs Dissemination costs Contractual services Sundries</p> <p>UNDP: 728,000 UNIFEM: 175,000</p>
<p>2.4 Support for Association of Mayors</p> <p>a) Assessment of the current legal framework for the development of Association of Mayors and the cooperation between the Associations and LPAs</p> <p>b) Provide support for the strengthening of the capacity of the existing Associations of Mayors</p> <p>c) Organize study visits in countries with wide expertise and strong Association of Mayors (Sweden, Lithuania others) aiming to promote twinning initiatives</p>	<p>LG State Chancellery NGOs PIT PB</p>	<p>Local consultancy Contractual services Travel Sundries Equipment Furniture</p> <p>UNDP: 107,000 UNIFEM: 18,000</p>	<p>Local consultancy Contractual services Travel Sundries Equipment Furniture</p> <p>UNDP: 107,000 UNIFEM: 18,000</p>
<p>3. Rural communities and CSOs are empowered to actively participate in planning, implementation and monitoring of local development initiatives in a rights based, gender sensitive manner as well as local actors are able to deliver services and upgrade the basic infrastructure</p> <p>Target communities, selected based on the following criteria: deprivation indicator; geographical coverage (ensure a balanced support) including the Transnistrian region of Moldova; willingness of local authorities to cooperate</p> <p>Indicators*:</p> <p>1. # of communities mobilized with Action Plans approved</p> <p>2. # of public debates on the in the process of elaboration</p> <p>3. # of stakeholders involved (the indicator TB disaggregated by local institutions, SCOs, private sector,</p>	<p>3.1 Target communities mobilized for community-led gender and human rights sensitive development</p> <p>a) Conduct train-the-trainers courses for facilitators for community-led development and planning processes, including for Transnistrian region of Moldova</p> <p>b) Organise community meetings to sensitize communities on community-led development processes and success stories of other communities. Special attention will be paid to human rights and gender equality, human security issues of poverty, human trafficking and domestic violence. Support the creation of Action Groups at the local level, ensuring representative membership of community organizations, individuals and groups, including women, minorities, youth, civil society, media, and private sector through awareness-raising, coordination, and planning activities.</p> <p>d) 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.</p> <p>e) Support some 200 communities to form a representative Community Organization or community information/support centres. Provide basic equipment and library for community information/support centres, taking into consideration needs of women and men, youth and children.</p> <p>g) Support women's economic empowerment initiatives in the target villages</p>	<p>3,370,000</p> <p>LG State Chancellery NGOs PIT PB</p>	<p>Local consultancy Room + equipment for training Meeting costs Printing costs Books purchasing costs Dissemination costs Sundries Equipment Furniture</p> <p>UNDP: 274,000 UNIFEM: 261,000</p>
<p>140 communities mobilised</p> <p>750 community leaders (formal and informal) trained through applying HRBA and GE approaches</p> <p>140 community Programs implemented in a rights based, gender sensitive manner</p>	<p>140 communities mobilised</p> <p>750 community leaders (formal and informal) trained through applying HRBA and GE approaches</p> <p>140 community Programs implemented in a rights based, gender sensitive manner</p>	<p>3,370,000</p> <p>LG State Chancellery NGOs PIT PB</p>	<p>Local consultancy Room + equipment for training Meeting costs Printing costs Books purchasing costs Dissemination costs Sundries Equipment Furniture</p> <p>UNDP: 274,000 UNIFEM: 261,000</p>

<p>and vulnerable/excluded – women, roma, poor etc.)</p> <ol style="list-style-type: none"> 4. % of citizen satisfaction on services provided by rural municipalities (the indicator TB disaggregated to take into consideration vulnerable/excluded – women, Roma, poor etc.) 5. # of services improved in the target communities 6. # of training provided to rural municipality LPA and other stakeholders (CSOs, private sectors, vulnerable groups) 7. # of debates/fora organized 8. # of HR and gender sensitive local programmes implemented <p>Baseline:</p> <ol style="list-style-type: none"> 1. 0 target communities mobilized 2. 0 public debates in the target communities on the in the process of elaboration 3. 0 stakeholders in the target communities involved (the indicator TB disaggregated by local institutions, CSOs, private sector, and vulnerable/excluded – women, roma, poor etc.) 4. TBD - % of citizen satisfaction on services provided by rural municipalities (the indicator TB disaggregated to take into consideration -vulnerable/excluded – women, Roma, poor etc.) 5. TBD - # services improved in the target communities 6. TBD - # of training provided to LPA and other stakeholders (CSOs, private sectors, vulnerable groups) 7. TBD - # of debates/fora organized 8.0 HR and gender sensitive local programmes implemented <p>Target:</p> <ol style="list-style-type: none"> 1. 200 communities mobilized/action plans approved 2. 500 public debates on the in the process of elaboration 3. TBD - # of stakeholders involved 	<p>3.2 Provide gender and human rights sensitivity and related inclusion training, capacity development and transfer of knowledge on local development for community actors</p> <ol style="list-style-type: none"> a) 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 as well as citizen-based budget watch and citizen-based service delivery monitoring. b) Elaborate training modules on gender mainstreaming and human rights based approach to community development and provide training for relevant stakeholders c) Based on capacity development modules, provide training workshops for community actors (local public authorities, public institutions, civil society, media, private sector, at-risk groups, etc.). Train community leaders on civil culture issues such as the right to participation and co-responsibility. Communities/civil society representatives trained in citizen-based budget watch and citizen-based service delivery monitoring. d) Develop and conduct gender and human rights sensitive training activities for youth and at-risk persons, in areas such as leadership, occupational behaviour, self-confidence building, resume development, interviewing skills, and entrepreneurship in target communities, and organize a competition in target communities for best practices and most creative approaches by youth and at-risk persons to human security issues and support a publication and media launch of the same. e) Develop and conduct awareness-raising and training activities on positive parenting practices based on rights and responsibilities and using spaces such as child welfare centres, parent schools, markets, health centres, and churches. <p>3.3 Support the development of an information, monitoring and evaluation system to be managed locally and based on indicators</p> <ol style="list-style-type: none"> a) Select/elaborate/adjust the methodology for community based gender and human rights sensitive monitoring and evaluation system b) Implement methodology for gender and human rights sensitive community based monitoring and evaluation system, including elaboration of indicators, collection of information, use of results of monitoring and evaluation for decision making. c) Review results and formulate proposals for further capacity development. <p>3.4 Support to gender and human rights sensitive Local Development Programs</p> <ol style="list-style-type: none"> a) Technical support provided to local public service delivery, economic, environmental development projects b) 100 local development projects supported per year. c) Proposals evaluated (consultants, training, and transport). Where possible, grants awarded through competitive grant awards through LPAs and/or Community Foundations. 	<p>LG State Chancellery NGOs PIT PB</p>	<p>International consultancy/GA Local consultancy/staff Room + equipment for training Meeting costs Printing costs Books purchasing costs Dissemination costs Sundries</p> <p>UNDP: 210,000 UNIFEM: 461,000</p>
		<p>LG MoEC NGOs PIT PB</p>	<p>Local consultancy Room + equipment for training Meeting costs Printing costs Grants</p> <p>UNDP: 40,000 UNIFEM: 140,000</p>
		<p>LG State Chancellery PIT PB</p>	<p>Grants International consultant/GA Local consultancy Room + equipment for training Meeting costs Printing costs Dissemination costs Sundries</p> <p>UNDP: 1,140,000 UNIFEM: 150,000</p>

<p>(the indicator TB disaggregated by local institutions, SCOs, private sector, and vulnerable/excluded – women, roma, poor etc.)</p> <p>4. TBD - % of citizen satisfaction on services provided by municipalities (the indicator TB disaggregated to take into consideration vulnerable/excluded – women, Roma, poor etc.)</p> <p>5. TBD - # of services improved in the target communities</p> <p>6. 200 training provided to LPA and other stakeholders (CSOs, private sectors, vulnerable groups)</p> <p>7. 200 debates/fora organized</p> <p>8. 200 HR and gender sensitive local programmes implemented</p>		<p>3.5. Ensure coordination and coherence in approaches to community development by all partners.</p> <p>a) 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.</p> <p>b) Support meetings between national NGOs, UN agencies, concerned ministries and institutions to sustain a network on community-based development. Support meetings, workshops, and produce information and communication material on concepts, obstacles, lessons learned, and recommendations on community development in a gender sensitive manner.</p> <p>c) Support meetings and workshops to review and harmonize development concepts and develop a Moldovan common approach to gender sensitive community development. Support meetings for policy dialogue with decision-makers to develop a national community development policy (gender sensitive).</p> <p>d) Produce quarterly newsletter to share experiences, concept and to mobilize decision-makers on community development issues.</p>	<p>State Chancellery Donors Line Ministries LG NGOs</p>	<p>Local consultant/staff Room + equipment for training Meeting costs Printing</p> <p>UNDP: 41,000 UNIFEM: 39,000</p>
<p>4. Rural communities and CSOs in Transnistria region of Pridnestrovie, as well as in the Government control area of the Transnistria region, are empowered to participate in local development, planning, implementation and monitoring and local actors are able to deliver services and upgrade the basic infrastructure</p> <p>Target communities, selected based on the following criteria: deprivation indicator; geographical coverage (ensure a balanced support); willingness of local authorities to cooperate</p> <p>Indicators*:</p> <ol style="list-style-type: none"> 1. # of communities mobilized with Action Plans approved 2. # of public debates on the process of elaboration 3. # of stakeholders involved (the indicator TB disaggregated by local institutions, SCOs, private sector, and vulnerable/excluded – women, roma, poor etc.) 4. % of citizen satisfaction on services provided by rural municipalities (the indicator TB disaggregated to take into consideration vulnerable/excluded – women, Roma, poor etc.) 5. # of services improved in the target communities 6. # of training provided to rural municipality LPA and other stakeholders (CSOs, private sectors, vulnerable groups) 7. # of debates/fora organized 8. # of HR and gender sensitive local programmes implemented 	<p>2009</p> <p>15 communities mobilised</p> <p>30 community leaders (formal and informal) trained</p> <p>10 community Programs implemented</p> <p>2010</p> <p>60 community leaders (formal and informal) trained in a gender sensitive manner</p> <p>14 community Programs implemented taking into account HR and GE aspects</p> <p>2011</p>	<p>4.1. Mobilize target communities for community-led gender and human rights sensitive -based development</p> <p>f) Conduct train-the-trainers courses for facilitators for community-led development and planning processes.</p> <p>g) 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</p> <p>h) Facilitate identification of the community priorities through participatory process ensuring adequate of women and men, young and elderly, poor, different ethnic groups, local organizations etc.</p> <p>i) 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</p> <p>4.2. Develop capacity and transfer knowledge on local development for community actors taking into account human rights and gender equality aspects</p> <p>a) 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</p>	<p>LG State Chancellery Bureau for Reintegration NGOs PTT PB</p>	<p>UNDP: 1,705,000 UNIFEM: 901,000</p> <p>International consultancy/GA Local consultancy/staff Room + equipment for training Meeting costs Printing costs Books purchasing costs Dissemination costs Sundries Equipment Furniture</p> <p>UNDP: 65,000 UNIFEM: 40,500</p> <p>International consultant/GA Local consultancy Room + equipment for training Meeting costs Printing costs Books purchasing costs Dissemination costs</p>

<p>1. 0 target communities mobilized 2. 0 public debates in the target communities on the in the process of elaboration 3. 0 stakeholders in the target communities involved (the indicator TB disaggregated by local institutions, SCOs, private sector, and vulnerable/excluded – women, roma, poor etc.) 4. TBD - % of citizen satisfaction on services provided by rural municipalities (the indicator TB disaggregated to take into consideration - vulnerable/excluded – women, Roma, poor etc.) 5. TBD - # services improved in the target communities 6. TBD - # of training provided to LPA and other stakeholders (CSOs, private sectors, vulnerable groups) 7. TBD - # of debates/fora organized 8. 0 HR and gender sensitive local programmes implemented</p> <p>Target: 1. 30 communities mobilized/fraction plans approved 2. 60 public debates on the in the process of elaboration 3. TBD - # of stakeholders involved (the indicator TB disaggregated by local institutions, SCOs, private sector, and vulnerable/excluded – women, roma, poor etc.) 4. TBD - % of citizen satisfaction on services provided by municipalities (the indicator TB disaggregated to take into consideration - vulnerable/excluded – women, Roma, poor etc.) 5. TBD – # of services improved in the target communities 6. 90 training provided to LPA and other stakeholders (CSOs, private sectors, vulnerable groups) 7. 60 debates/fora organized 8. 30 HR and gender sensitive local programmes implemented</p>	<p>5 community Programs implemented in a gender sensitive manner</p>	<p>b) Provide training for community actors (local public authorities, public institutions, civil society, media, private sector, at-risk groups, etc.).</p> <p>4.3 Support the implementation and monitoring of gender sensitive Local Development Programs</p> <p>a) Technical support provided to the development of local public service delivery, economic empowerment, and environmental development Programs in a participatory and gender sensitive manner. b) 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</p>	<p>LG State Chancellery MoEC NGOs PFT PB</p>	<p>Sundries UNDP: 103,000 UNIFEM: 27,000 International consultant/GA Local consultancy/staff Room + equipment for training Meeting costs Printing costs Grants UNDP: 189,000 UNIFEM: 119,500</p>
	<p>Overall targets: 1. Ensure at 100% delivery rate; 2. Timely implementation of planned activities; 3. Timely development and submission of work plans and progress reports; 4. Compliance with UNDP rules and regulations.</p>	<p>Activity 5: Program efficient management</p> <p>Actions: 5.1. Recruit Program staff 5.2. Rent and equip the office 5.3. Launch the Program 5.4. Implement Programs activities (Operations) 5.5. Annual monitoring and external evaluation by the end of the Program period 5.6. Communication</p>	<p>PIF PB</p>	<p>UNDP: 357,000 UNIFEM: 186,500 International consultancy/evaluator Travel costs Utilities Office equipment & operations cost UNDP: 678,000 UNIFEM: 306,000</p>
			<p>TOTAL</p>	<p>UNDP: 5,518,00 UNIFEM: 1,892,000</p>
			<p>TOTAL (including 7%, and 1% AA)</p>	<p>UNDP: 5,904,260 UNIFEM: 2,024,260</p>
			<p>TOTAL</p>	<p>7,928,700.00 USD</p>

* During the inception phase and implementation in target rayon/communities baselines and targets will be defined and specified in the annual work plan.

V.2. Work plan and budget

