



United Nations Development Programme

Country: Republic of Moldova

Project Document

Project Title Mainstreaming of Sound Management of Chemicals in National Development Planning Processes

UNDAF Outcome(s): UNDAF Outcome 1: By 2011, public institutions with the support of civil society organizations are better able to ensure good governance, rule of law and equal access to justice and promotion of human rights.

Expected CP Outcome(s): Management of environment and natural resources is improved in compliance with international/EU standards
(Those linked to the project and extracted from the CPAP)

Expected Output(s):

1. Baseline analysis and identification of sound management of chemicals (SMC) priorities
2. Economic valuation of selected priorities and designing policy instruments supporting the priority SMC issues
3. Identification of opportunities for integration of SMC within national plans and subsequently mainstreaming of national SMC priorities into national development programmes and plans.

Implementing Partner: Ministry of Environment
 Environmental Pollution Prevention Office (EPPO)

Brief Description

The aim of the project is to mainstream SMC priorities into national developments planning processes in order to strengthen country's foundational capacities in regards of sound chemicals management thus minimizing the significant adverse effects of these on human health and the global environment.

Aiming to build capacities for formulation and implementation of SMC policies and fostering sustainable forms of development, the project will achieve its objective through the following outputs referring at:

- Baseline analysis and identification of sound management of chemicals priorities
- Economic valuation of selected priorities and designing policy instruments supporting the SMC issues
- Identification of opportunities for integration of SMC within national plans and subsequently mainstreaming of national SMC priorities into national development programmes and plans.

Programme Period:	2007-2012
Key Result Area (Strategic Plan):	Environment and sustainable development: Mainstreaming environment and energy
Atlas Award ID:	_____
Start date:	July 2011
End Date	August 2012
PAC Meeting Date	_____
Management Arrangements	National Implementation

2011 AWP budget:	US\$79,280
Total resources required	US\$150,000
Total allocated resources:	US\$150,000
• Regular	n/a
• Other:	
○ Donor	Swedish Chemicals Agency
Unfunded budget:	n/a
In-kind Contributions	Ministry of Environment

Agreed by (Ministry of Environment):

Agreed by UNDP:

I. SITUATION ANALYSIS

The growing world-wide commitment to protect human health and the environment from dangerous chemicals and wastes has been a catalyst for action in many countries and sectors. Due to the cross sectoral nature of chemicals and waste management and the interests of various government ministries and other stakeholders in this area, well coordinated and integrated management approaches at the national level may achieve maximum impact for the limited resources available worldwide, inclusively in the Republic of Moldova. This includes much improved links to the development planning agenda of the country as this project will seek to advance. However, the analysis of existing mechanisms for interministerial coordination in the sphere of sound management of chemicals reveals a fragmentary approach to chemicals management in different economic branches, which is an issue that will be directly addressed in this project.

Currently the right to a healthy environment does not feature high on Moldova's development agenda. As a consequence, environmental management is not a top priority for the Government, and mainstreaming of environmental concerns into cross-sectoral policies and strategies is weaker than it should be. The quality of natural resources continues to decline with the most critical problems being degraded water and land resources, shrinking biodiversity, poor waste management and high vulnerability to environmental hazards. The Action Plan for the implementation of the National Development Strategy of the Republic of Moldova for 2008 – 2011 does not currently mention chemicals management. The Government of RM outlines the importance of continuous work in the field of resolving of chemicals related problem, one of them POPs substances issue, stated clearly in the Stockholm Convention National Implementation Plan¹, which is considered one of the most stringent environmental problems in Moldova, inadequate chemicals and waste management, because of inadequate infrastructure to collect and store these chemicals and of a proper management of household and hazardous wastes.

National priority issues in the sphere of chemicals management in the Republic of Moldova were most recently identified in cooperation with national interministerial SAICM working group members during the series of meetings held throughout the elaboration of the First National Profile on Chemicals Management in the Republic of Moldova (2008) and included the following²:

- The current regulatory system for chemicals is fragmented, does not fully correspond with international initiatives in the sphere and does not provide adequate chemicals management during the entire life cycle in order to prevent the environmental pollution and reduce human health impacts
- The system applied to the labelling of chemicals does not correspond with the requirements of the UN Globally Harmonized System of Classification and Labelling of Chemicals (GHS);
- The absence of a registration and reporting system, for manufactured, used, imported or exported, stored or chemicals disposed as waste, which contributes to the collection of fragmented information for sectors of the national economy;
- Lack of facilities for disposal of hazardous waste, chemical products and obsolete substances leads to illegal dumping, accumulation of containers contaminated with chemical substances (from pesticides, petroleum products, etc);
- Lack of information on the range and quantities of obsolete chemicals which causes difficulties for authorities when determining priorities and methods for disposal.

¹ See http://www.moldovapops.md/app/includes/files/nip_eng.pdf

² See <http://www.moldovapops.md/app/includes/files/NPCM%20Moldova%20Eng.pdf>

Although no directed economic analyses have been carried out to determine the economic importance of chemicals in Moldova, in 2005 chemicals imports represented 10% of the total value of products imported. In addition, the most strategic sectors for development and for export promotion in the country use chemicals intensively. These sectors are wine, agricultural food products, textiles, carpets, IT and even development of a chemical industry, which has been identified as one of the sectors for future development by the Strategy for industry development for 2015. These sectors use, in some cases, dangerous substances that are heavily regulated at international or EU level.

Further, presently the responsibility for chemicals management in the Republic of Moldova is dispersed among 10 authorities of central specialized public authorities, leading to a fragmentary inefficient approach and creating barriers for the implementation of SAICM provisions and specifically chemicals management. Therefore, the National Programme on Sound Management of Chemicals in the Republic of Moldova mandates the creation of an inter-institutional body on chemicals management within the central authority for environment (Chemicals Management Agency). The agency, empowered with responsibilities and functions of inter-ministerial cooperation, will be the main responsible body for the promotion of chemicals mainstreaming, in accordance with development initiatives, inclusively in the field of chemicals management, Millennium Development Goals and economic development process of the country.

Most of underground water resources do not meet the drinking water quality norms and standards, because of higher concentration of harmful chemicals (fluorides, iron, sulphureous hydrogen, chlorides, sulphates, excessive mineralization). In addition, the experience in the disposal of POPs and pesticides stockpiles as well as the current problems associated with the use of dangerous substances in the past by industry e.g., ferrocyanide waste from wine industry, mercury contaminated lamps or contaminated railway sleepers, should serve as an example of the importance of adopting sound management of chemicals to avoid future problems that will need significant resources to solve them.

In the context of outcome of Summit for Sustainable Development (WSSD) held in Johannesburg in 2002, which set the 2020 as a deadline for establishing a sustainable management of chemicals throughout the life cycle every Government has to address the management of chemicals to determine how to develop concrete actions should ensure this target. In this context, Moldova approved Order No. 49 of 31 July 2006 of the Ministry of Ecology and Natural Resources for the creation of the Interministerial SAICM Working Group, which consists of ministries and institutions relevant to the field, including representatives of civil and academic society. This Working Group will be built-upon for purposes of this project's objectives and beyond.

For Moldova it is clear that there is a need for a new, systematic capacity-building initiative to prioritize and build the political will and economic momentum to improve chemical management and safety in Moldova. As was evident during the drafting of the Country Chemical Profile, chemicals management is not a stand-alone issue, but has to be seen within the context of national development as chemicals are involved in cross-cutting situations. Mainstreaming of chemicals into ongoing national development activities provides a potent opportunity for national advancement as was laid down in the Dubai Declaration on International Chemicals Management, a major component of SAICM.

The National Programme on Sound Management of Chemicals was approved by the Governmental Decision #973 dated 18.10.2010 and establishes the main objectives of the sound chemicals management system to 2020. The *overall aim of the programme* lies in developing an integrated system of chemicals management being efficient from the technical, economic, social and environmental points of view. The programme promotes a dynamic process of strategic planning in

the field of chemicals management, which shows the development directions, identifies the ways and mechanisms for achieving the general objectives, being implemented in two stages:

i. *Stage 1: 2010-2015* - will focus on improving the legal, regulatory and institutional integrity for chemicals management, aligned to international standards, strengthening of human and technical capacities, initiation of activities to reduce risks associated with the priority hazardous chemicals.

ii. *Stage 2: 2015-2020* - will focus on developing and implementing strategies for assessing and reducing risks associated with management of hazardous chemicals, cleaner production implementation, strengthening analytical capacity through the application of good laboratory practices.

The measures under the National Programme on sound management of chemicals will be implemented taking into consideration the following aspects:

- Transparency in implementing the international treaties according to competences under national legislation;
- Cooperation of all interested parties within the central public administration, private sector and civil society, inclusively enlargement of the network of contacts of those involved in chemicals management;
- Raising awareness and promote the exchange of information between stakeholders in order to facilitate reporting under the international treaties, including the Stockholm Convention, Basel, Rotterdam Helsinki, etc;
- Strengthening national capacities for SAICM implementation.

The National Programme includes indicators of progress, including: national legal and normative framework on chemicals management; number of institutions and civil servants employed in the sphere of chemicals management; amounts of chemicals used in the country; number of industrial accidents involving chemicals; used agriculture chemicals per ha; etc. These indicators are to be applied in context of the concept of sustainable development and the perspective of adhering to EU legislation. However, these indicators of progress will be difficult to achieve if they are not brought closer to the centre of government through development planning processes and budgetary decision making. Therefore, Moldova will advance this project to:

- Prioritize our needs for Sound Management of priority chemicals and hazardous waste in the next 5-year development planning cycle;
- Assess the costs to human health and the environment of inaction on the highest SMC priorities;
- Analyze the costs and benefits of action with respect to budgetary expenditures and other significant investments to improve SMC; and
- Communicate these results to finance and planning agencies in an economic language that these agencies can understand, the staff of which will generally not be chemicals experts.

II. STRATEGY

UNDP promotes the sound management of chemicals as an important component of global poverty reduction efforts. In line with its role as the UN's global development network, UNDP advocates for the importance of addressing issues related to chemicals management and chemically-linked pollution in developing countries by integrating rigorous chemicals management schemes into national development policies and plans.

As an implementing agency of the Multilateral Fund for the Implementation of the Montreal Protocol, the Global Environment Facility, and the SAICM Quick Start Programme Trust Fund, and in cooperation with a multitude of bi-lateral donors, UNDP helps countries obtain the financial resources necessary to improve their chemicals management regimes in order to achieve their goals and meet their commitments under international chemicals-related environmental agreements.

The UNDP-UNEP Partnership Initiative, designed to support the Strategic Approach to International Chemicals Management, was established in line with the Global Partnership between the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP), which aims to increase collaboration and joint activities between the two UN agencies to better support internationally agreed environment and sustainable development goals espoused by partner countries.

The Partnership Initiative's work on sound management of chemicals is targeted at influencing not only national plans, but also sector strategies and local level implementation. The overall aim is to establish enduring institutional processes within government ministries and the wider stakeholder community to bring about sound management of chemicals – focusing on the government bodies responsible for poverty reduction and growth policies, and also strengthening the role of environmental agencies and non-governmental actors. The process will also foster national budget commitments, in partnership with donor assistance.

The project is fully in line with the existing UNDAF and UNDP Moldova country programme which set “environment for sustainable development” as a key area of UNDP-Government cooperation, seeking to improve management of environment and natural resources in compliance with international and EU standards, including the establishment of environmental management systems at local and central level to comply with Multilateral Environmental Agreements.

With the current development of the UN strategic programme framework for this project will feed into the new United Nations Development Assistance Framework (UNDAF). It will also seek to influence on the inclusion of the SMC concerns in two relevant key national documents such as the National Environmental Strategy and the new National Development Strategy.

Programme objectives

The project will work towards the following overall objective: **mainstreaming SMC priorities into national developments plans in order to strengthen country's foundational capacities for chemicals and waste management thus minimizing the significant adverse effects of these on human health and the global environment.**

The project budget is 150,000 USD and it will last 14 months.

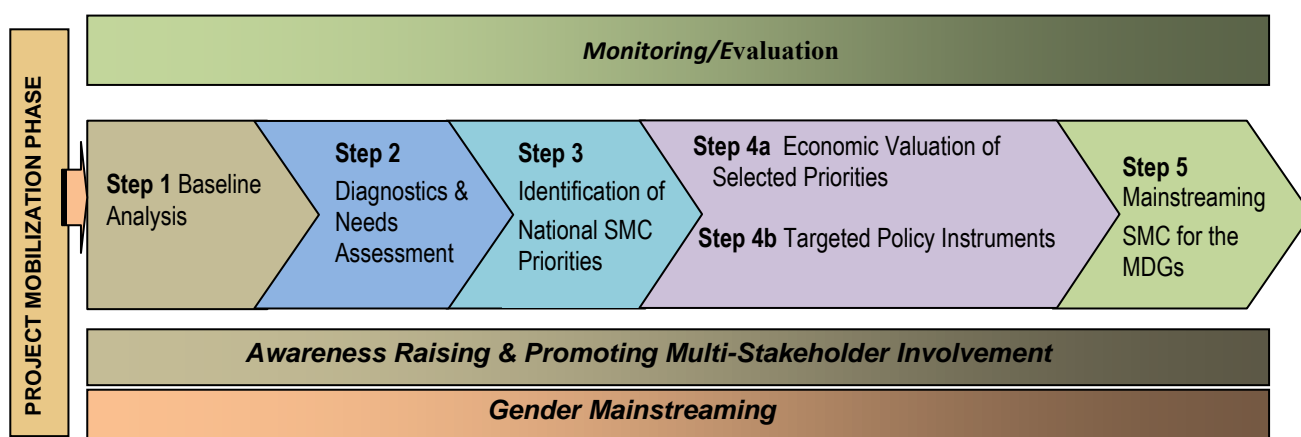
Aiming at building capacities for formulation and implementation of SMC policies and fostering sustainable forms of development, the project will achieve its objective through the following outputs referring at:

- Baseline analysis and identification of sound management of chemicals and hazardous waste priorities
- Economic valuation of selected priorities and designing policy instruments supporting the priority SMC issues
- Identification of opportunities for integration of SMC within national plans and subsequent mainstreaming of national SMC priorities into national development programmes and plans.

The project will build-upon the UNDP-UNEP Partnership Initiative methodology to *Integrating sound management of chemicals into MDG-based development planning* which is a comprehensive approach to mainstreaming environmental sustainability.

The core mainstreaming methodology outlined in the *UNDP Technical Guide* comprises 5 main steps as depicted in Figure 2. These steps are preceded by a Project Mobilization Phase which includes critical elements to prepare for a successful mainstreaming effort.

Figure 1: Overview of the Mainstreaming Approach



Stakeholder Consultation & Awareness Raising, Monitoring & Evaluation and Gender Mainstreaming are important elements of the mainstreaming approach and are applied throughout all five steps. However, to keep the Technical Guide concise, the reader is referred to existing UNDP guidance on Monitoring & Evaluation and Gender Mainstreaming. Actions that would normally be taken for Stakeholder Consultation & Awareness Raising are discussed in the descriptions of the 5 steps of the mainstreaming approach.³

Development of the National Situation Report on sound management of chemicals as part of the step 1 *Baseline Analysis* is an important first step in identifying SMC issues, capacities and needs within the major development sectors of the country. Usually it is developed based on the available technical studies such as Chemical Profiles, National Implementation Plans, Basic Chemical Inventories, Sector Environmental Studies etc.

³ UNDP. 2007. Chemicals Management: The why and how of mainstreaming gender in chemicals management, and UNDP, Evaluation Office. 2002. Handbook on Monitoring and Evaluating for Results.

The priority issues identified in the National Situation Report will be further analysed in the mainstreaming context and the main challenge here is to agree on the arguments why some of these remain in the report and the other fall off of the priority shortlist. To address this analytical and communication challenge, *Issue Concept Papers* are prepared, as part of the step 3, *Identification of National Priorities*. The *Issue Concept Papers* are prepared in easily understood policy terms for each identified SCM priority and outlines the rationales for being selected as a priority issue, the costs of inaction and potential benefits as well as the options for actions and will be provided to the SAICM group which will act as the Inter-ministerial Coordinating Mechanism during the lifetime of the project.

Capacities for economic analysis are vitally important to support integration of SMC priorities into national development policies and plans, therefore the guidance provided through step 4a of the methodology, *Economic Valuation of the Selected Priorities*, will help in:

- Assessing the costs to human health and the environment of inaction on SMC;
- Analyzing the costs and benefits of action with respect to budgetary expenditures and other significant investments to improve SMC; and
- Communicating these results to finance and planning agencies in an economic language that these agencies can understand, the staff of which will generally not be chemicals experts

Development of the *Studies/reports of policy instrument options* envisaged by step 4b of the methodology is closely interlinked with the *Economic Valuation of the Selected Priorities* as determining the economic cost and benefits of policy options will help decision makers understand and act on the outcomes of a sound management of chemicals assessment.

Finally, the text prepared under step 5, *Mainstreaming SMC for the MDGs*, will ensure that the results of the mainstreaming effort are accurately reflected in the development planning process and by following the proposed methodology the project team should build a strong basis to justify in details the inclusion of every part of the proposed text.

To complement the existing effort in the area of SMC in the country, this project will particularly look into the *Economic Valuation of Selected Priorities and Targeted Policy Instruments* and will seek to establish a basis for *Mainstreaming SMC Priorities* into national development planning processes.

The envisaged activities will be preceded by a *Project Mobilisation/Inception Phase* in order to increase the chances for project success in terms of enhanced project awareness and buy-in. The actions included in this step consist of: (1) appoint project manager responsible for the day-to-day management of all project activities within EPPO; (2) revise the national development planning process and schedule; (3) prepare the work plan and anticipated schedule; (4) review the national development planning process and schedule and develop the project briefing package based on this; (4) assemble the project stakeholders list; (5) convene the first meeting of the SAICM Group; (6) hold the multi-stakeholder project inception workshop.

The following outputs are envisaged by the project:

Output 1. Baseline analysis and identification of sound management of chemicals priorities

Activity 1: Development of the National Situation Report

Activity 2: Prepare Issue Concept Papers on proposed highest priorities for mainstreaming

Activity 3: Prepare recommendation for establishment of an integrated management of chemicals in order to ensure inter-ministerial coordination

Output 2: Economic valuation of selected priorities and designing policy instruments supporting the priority SMC issues

Activity 1: Conduct cost assessment and analysis of proposed highest priorities for mainstreaming

Activity 2: Report on policy instruments options to enable government action on identified priorities

Activity 3. Support revision of the draft Law on chemicals

Output 3. Identify opportunities for integration of SMC within national plans and subsequent mainstreaming of national SMC priorities into national development programmes and plans.

Activity 1: Prepare specific text for inclusion of the approved POPs/SMC priorities into chapters of the National Development Strategy and National Environmental Strategy

Activity 2. Hold multi-stakeholder workshop to review project's results and proposals for the new National Development Strategy and National Environment Strategy

These outputs and activities are described in more detail below.

Output 1. Baseline analysis and identification of National sound management of chemicals priorities

Activity 1. Develop the National Situation Report

Building on the available analytical and technical studies on SMC such as National Programme on sound management of chemicals, the National Chemicals Management Profile, National Implementation Plan under the Stockholm Convention on Persistent Organic Pollutants, State of the Environment Report, Millennium Development Goals report, EU-Moldova Association Agreement (draft) and National Development Strategy, a *National Chemicals Management Situation Report* will be produced.

The National Situation Report on sound management of chemicals will identify SMC issues, capacities and needs within the major development sectors of the country. In addition it will identify the highest priority, chemical intensive development sectors that are profiled or likely to be profiled in the national development plans. This work will be conducted by an environmental economist and public health expert based on the inputs provided by the interministerial SAICM group members.

The actions identified under this activity are the following: (1) constitute SAICM group to act as interministerial coordinating mechanism; (2) conduct the assessment; (3) draft the National Situation report, and; (4) convene workshop for PIU and SAICM working group to discuss the draft National Situation Report; (5) develop SMC priority matrix; (6) circulate the Situation Report and SMC priority matrix to the national stakeholders, and; (7) revise the Report based on the comments received.

Activity 2. Prepare Issue Concept Papers on proposed highest priorities for mainstreaming

Building on the information provided in the National Situation Report, the Issue Concept Papers intends to facilitate communication with the project stakeholders and to receive high-level approval of SMC priorities for further investigation under the mainstreaming approach.

The Issues Concept Papers will be prepared for each SMC priority recommended by project manager and SAICM group.

The specific actions envisaged under this activity are as follows: (1) prepare Issue Concept Papers; (2) convene the SAICM group to consider the Issue Concept Papers produced; (3) revised the Issue Concept Papers produced based on the comments received.

Project Activity 3. Prepare recommendation for establishment of an integrated management of chemicals in order to ensure inter-ministerial coordination

As stated before fragmented institutional framework is a barrier for SMC and efficient inter-ministerial cooperation. In order to address this and to be in line with the National Programme on SMC of Moldova the project will support preparation of recommendation for establishment of an integrated management of chemical. The recommendations should serve as a solid basis for further creation of the inter-institutional body on chemicals management and inter-ministerial coordination. The inter-institutional body on chemicals management is seen a vehicle of SMC mainstreaming.

Each country's institutional settings are different that is why the recommendations prepared by the project should identify which form of inter-ministerial coordination mechanism is more appropriate and feasible for Moldova. The research conducted for the preparation of recommendations should highlight the rules of functioning, the roles and capacities needed and the financing sources. .

Actions envisaged under this activity are the following: (1) define the mode of functioning of the inter-ministerial coordinating mechanism; (2) identify the roles and capacities needed to ensure efficient cooperation; (3) identify the financing mechanism; (4) prepare recommendation for establishment of an integrated entity/mechanism of chemicals management.

Output 2: Economic valuation of selected priorities and designing policy instruments supporting the SMC priority issues

Project Activity 1: Conduct cost assessment and analysis of proposed highest priorities for mainstreaming

Identifying and measuring environmental and health impacts is often not sufficiently convincing to ensure that the treats coming out of these are given the attention they require when policy decisions are made. Actions to address environmental and human health impact have financial implications from the direct financial costs of interventions to the negative or positive they have on economic development. Determining economic costs and benefits of policy options will help decision makers understand and act on the outcomes of the sound management of chemicals assessment.

The economic cost-analysis normally begins with: (1) a decision reached after consultation with the SAICM group on which of the shortlisted priorities will be subject of the economic

analysis and in what way; and (2) development of the cost-benefit analysis framework for each of the SMC priorities. The framework will be developed by a Senior Economist with experience in environmental economics who will further lead the (3) analysis supported by national experts dealing with such issues as public health, agriculture and environmental SMC.

Project Activity 2. Report on policy instruments options to enable government action on identified priorities

This work will be done in close coordination with the economic analysis of the main identified SMC priorities and the purpose of this activity is to develop policy and regulatory responses to these priorities in the context of the national development planning process. In addition this activity is intended to initiate legislative and institutional reform to facilitate the implementation of selected priorities.

A summary of the results (i.e. main points, conclusions and recommendations) of the policy options analyses should be added to the Issue Concept Papers.

The role of the SAICM group here is to ensure that the Issues Concept Papers are: (a) complete and adequately substantiated by the analyses produced during the various steps of the mainstreaming effort; and (b) can result in identification of opportunities that would facilitate the adoption of the priority SMC issues in the activities of concerned government ministries and stakeholders.

This activity envisages (1) conduct study/report of policy instruments options; (2) update the Issue Concept Papers, and; (3) convene a meeting of the SAICM group to discuss results of the policy instruments analyses.

Project Activity 3: Support revision of the draft Law on chemicals

The draft Law on chemicals will develop integrated approach for chemicals management including import, production, processing, storage, transport, use, disposal/treatment and recycling and will be in line with the relevant international treaties. It will also include the needs for strengthening national capacities for term-term implementation of the law.

Regarded as a vehicle for SMC mainstreaming, the project will provide support for revision of the respective draft Law in the mainstreaming context.

Output 3: Identify opportunities for integration of SMC within national plans and subsequent mainstreaming of national SMC priorities into the key relevant national development programmes and plans.

Project Activity 1. Prepare specific text for inclusion of the approved SMC priorities into chapters of the new National Development Strategy and National Environmental Strategy
Developing specific text will ensure that the results of the mainstreaming effort are accurately reflected in the development planning process rather than leaving the text drafting responsibilities to other people who might otherwise have been only marginally involved.

The proposed text for the national development plan should be circulated to all members of the SAICM for comments and further negotiation as required.

Based on comments received, the Project Manager will revise the text where possible to achieve agreement with the SAICM group as long as changes are consistent with the findings of the mainstreaming effort.

Project Activity 2. Hold multi-stakeholder workshop to review project's results and proposals for the new National Development Strategy and National Environment Strategy
EPPO will convene a one-day multi-stakeholder meeting including those people and organizations who participated in the project inception workshop.

The workshop should: (a) report out the results for each step of the mainstreaming effort and how decisions were taken through; (b) seek support from participants to encourage their organizations and political leadership to adopt as policy the results of the mainstreaming effort, and; (c) identify and generally agree on specific ways that stakeholders can support the results of the mainstreaming effort.

Stakeholders analysis and participation

Effectively moving SMC issues into the development-planning context relies on broad stakeholder involvement and discussion. Being a mainstreaming project, the additional methodology that will be applied to this project has stakeholder participation at its core.

In Moldova the following ministries are typically engaged in aspects of chemicals management, whether or not their role is recognized as an official one for chemicals:

- Ministry of Environment
- Ministry of Health
- Ministry of Agriculture and Food Industry
- Ministry of Finance
- Ministry of Transport and Road Infrastructure
- Ministry of Internal Affairs
- Ministry of Defence
- Customs Service
- Chamber of License
- National Agency for Energy Regulation

Ministries

SMC is best considered in a cross-sectoral context, especially for purposes of development planning, as overseen by a national inter-ministerial coordinating body (e.g. Inter-agency Coordinating Mechanism – ICM) that comprises key ministries involved with aspects of chemicals management.

At a minimum, an ICM should include representatives from the ministries of environment, health, and agriculture, along with finance, internal affairs. However, in practice, the range of ministries involved with key aspects of SMC or whose activities have a significant impact upon SMC, is much broader.

Civil Society Organization

Involvement of CSOs in the project's implementation as well as support of CSOs to the project's objectives is of great strategic importance given the integral role of civil society actors in

development. There is growing recognition that engagement with CSOs is critical to national ownership, accountability, good governance, decentralization, democratization of development co-operation, and the quality and relevance of official development programmes. CSOs can have unique skills and knowledge relative to the management of chemicals. They often represent the viewpoints of sectors that are not always actively involved in national discussions. CSOs can be an excellent supporter of chemical safety-related activities, and often have the ear of the public-at-large on environment and human health-related issues. Their support to the project is, in many instances, essential to its ultimate success.

The project will ensure that CSOs involved in environment, chemicals and health related issues will fully participate in the project's implementation.

Private Sector

The role of the private sector is very important in achieving sound management of chemicals. Internationally, the private sector has been considered an important stakeholder during the development and adoption of the Strategic Approach to International Chemicals Management (SAICM). Nationally the private sector plays an important role in the adoption of sound management of chemicals practices and responding to employee, consumer and community concerns relative to the transportation, trade, storage, manufacturing, repackaging and use of chemicals. The project will ensure that the private sector, industry associations and large private firms dealing with aspects of chemicals management (e.g. mining industry, manufacturing industry) will fully participate in the project's implementation.

Gender Mainstreaming and Awareness Components

Efforts to ensure sound management of chemicals within the context of sustainable development have important gender dimensions. In daily life, men, women and children are exposed to toxic chemicals. The kinds of chemicals encountered and the level of frequency of such exposure might be different due to differences in household exposure, differences in work plan exposure, and differences due to physiological susceptibility.

Differences in household exposure: many (chemical) products used in households for cleaning (e.g washing) personal care (e.g cosmetics, shampoos) and pest control (rat poison, garden pesticides) contain concentrations of toxic chemicals. Because women and girls generally are responsible for cleaning and household management, they are the ones likely to be exposed to toxic chemicals.

Differences in work plan exposure: women and men generally hold different kinds of occupations/perform different tasks at the workplace and therefore are exposed to different kinds and levels of toxic chemicals. For instance, men might be of greater risks of exposure to toxic chemicals used in artisan gold mining, while women (and children) may be at greater risk from chemicals used in for instance the garment industry.

Differences in physiological susceptibility: due to differences in for instance size, children are of greater risk of health damage from exposure to toxic chemicals. In connection with their reproductive cycles and at particular stages of their lives, such as pregnancy, lactation and menopause, women undergo rapid physiological changes making them more vulnerable to health damage from toxic chemicals.

Given the above mentioned and other gender dimensions of sound management of chemicals⁴, this project will seek to:

⁴ See also the UNDP Guidance note on "The why and how of mainstreaming gender in chemicals management"

- a) Address gender aspects of mainstreaming SMC into national strategies and plans.
- b) Conduct activities to raise awareness of the linkages between chemical exposure, the effects on human health and the environment and the gender differences in risk and impact. Awareness will be raised among those responsible for sound chemical management and among communities.
- c) Promote a multi stakeholder approach to ensure the participation of women and vulnerable populations in policy development and decision making processes. Among the stakeholders that will be involved are relevant ministries, including health, labor and women's affairs. Since women tend to be under-represented in the chemicals sector and related policy development and decision making processes, the project will particularly reach out to NGO's with significant representation of women and other vulnerable groups

Both gender mainstreaming and awareness raising are integral parts of the process proposed under this project. The project will only be successful if all stakeholders and vulnerable groups are adequately represented and fully participate in its activities.

Awareness raising and information dissemination will be targeted to the needs of the different project stakeholders to ensure that the vulnerable groups they represent will adequately benefit from the project. Stakeholder awareness activities that have been built into the project will not only serve to disseminate information but will also allow representatives to discuss and share contributions that would further benefit each of the steps of the proposed project and other stakeholder groups.

Vulnerable groups

This project aims to strengthen the governance regime and respective instruments that will in the long run impact the society as a whole, however, there are some groups within the society that are more vulnerable to the unsound management of chemicals:

- The poor are at higher risk of exposure to toxic and hazardous chemicals, because of their occupations, living conditions and lack of knowledge on handling chemicals.
- Women and girls are disproportionately affected by indoor air pollution, water and food pollution and the negative effects of household chemicals.
- In certain sectors (e.g. agriculture, waste management, industry etc.) workers, whether they women, men or children, are likely to be exposed to hazardous and toxic chemicals in different ways (depending on the labor sector, gender division of labor etc.).
- Biases in educational system may result in the fact that the poor (especially women and girls) are often less equipped to anticipate the implications of chemicals exposure and pollution.
- Children are generally at greater risk of health damage from toxic exposures because their rapid development increases their physiological sensitivity. Risk is further magnified in children because of their small size (relative to dose) and their intake of proportionally greater amounts of environmental contaminants in water and air (relative to body size). Children's lack of capacity for discrimination regarding behaviours that increase the risks of exposure further compounds the risk (yearly unintentional poisonings account for an estimated 50,000 deaths of children aged 0-14 years (WHO 2002)).
- With respect to reproductive health, the exposure of women and girls to chemicals such as Persistent Organic Pollutants (POPs) can lead to miscarriages, low birth weight babies and

premature birth. Women accumulate such chemicals in their lipids or body fat and can pass as much as one third of their toxic burden to their infant children, both prenatally and through breastfeeding which can cause adverse reproductive, developmental, immunological, hormonal and carcinogenic effects.

To ensure that these vulnerable groups are adequately represented during the implementation of the projects it will be very important to ensure that representative ministries for vulnerable populations participate (Ministry of Health, Education, Agriculture, Labor etc.) but the participation of NGOs and CSOs working on gender, health and environmental issues is just as important.

Last but not least, it will be important to ensure that institutions such as chemical associations and universities that play an important role in education, awareness raising and information dissemination are adequately involved in the implementation of the project.

and subsequent mainstreaming of national SMC priorities into national development programmes and plans.	Activity 2. Hold multi-stakeholder workshop to review project's results and proposals for the new National Development Strategy and National Environment Strategy								
		Total Year 1							

Year 2.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount (US\$)
	Project Mobilisation/Initiation phase	x	x	x		UNDP/Ministry of Environment	Swedish Chemicals Agency	Project Manager	14240
								Miscellaneous	750
Output 1. Baseline analysis and identification of National sound management of chemicals priorities	Activity 1. Develop National Situation Report								
	Activity 2. Prepare Issue Concept Papers on proposed highest priorities for mainstreaming								
	Activity 3. Prepare recommendation for establishment of an integrated management of chemicals in order to ensure inter-ministerial coordination	x				UNDP/Ministry of Environment	Swedish Chemicals Agency	National Consultant	2250
				Miscellaneous	300				
Output 2: Economic valuation of selected priorities and designing policy instruments supporting the priority SMC issues	Activity 1. Conduct cost assessment and analysis of proposed highest priorities for mainstreaming	x				UNDP/Ministry of Environment	Swedish Chemicals Agency	International Consultant	7500
								National Consultants	4500
								Travel	5000
								Miscellaneous	1000
	Activity 2. Report on policy instruments options to enable government action on identified priorities	x				UNDP/Ministry of Environment	Swedish Chemicals Agency	International Consultant	14000
								National Consultant	4000
								Travel	5000
								Miscellaneous	1000
	Activity 3. Support revision of the draft Law on chemicals					UNDP/Ministry of Environment	Swedish Chemicals Agency	Travel	5000
								Miscellaneous	1000

Output 3. Identify opportunities for integration of SMC within national plans and subsequent mainstreaming of national SMC priorities into national development programmes and plans.	Activity 1. Prepare specific text for inclusion of the approved SMC priorities into chapters of the new National Development Strategy and National Environmental Strategy		x			UNDP/Ministry of Environment	Swedish Chemicals Agency	National consultant	3000
								Miscellaneous	500
	Activity 2. Hold multi-stakeholder workshop to review project's results and proposals for the new National Development Strategy and National Environment Strategy		x	x		UNDP/Ministry of Environment	Swedish Chemicals Agency	Workshop	1500
Total Year 2									70,540
OVERALL TOTAL									149,820

IV. PROJECT WORKPLAN AND SCHEDULE (PROJECT COMPLETION OVER 14 MONTHS)

Output	months	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14
Project Mobilisation phase															
Output 1															
<i>Activity 1</i>															
<i>Activity 2</i>															
<i>Activity 3</i>															
Output 2															
<i>Activity 1</i>															
<i>Activity 2</i>															
<i>Activity 3</i>															
Output 3															
<i>Activity 1</i>															
<i>Activity 2</i>															

V. MANAGEMENT ARRANGEMENTS

Implementation Modality

The project will be implemented under National Implementation Mechanism (NIM). This means that the Government of Moldova will be responsible for decision-making and implementation of Project activities, while UNDP will provide quality assurance, project inputs and support services. The Minister of Environment will act as the Senior Executive (National Coordinator) and will represent the interests of the Government of Moldova and be responsible for overseeing the overall implementation of the Project. A Project team will be created in the Environmental Pollution Prevention Office (EPPO) within the Ministry of Environment to assist the project implementation as well as assist all project beneficiaries.

The project will be managed in line with the Harmonised Approach to Cash Transfers (HACT) using the **direct cash transfer mechanism (DCT)** and **UNDP support to National Implementation**. The direct cash transfer implies that funds for implementation will be transferred to the Ministry of Environment through the single treasury account (and special project sub-account) and managed according to the provisions of the state budget and Moldovan legislation. For this purpose, the Ministry of Environment should take necessary steps with the Treasury requesting the establishment of a sub-account for the project and launching of the supplemental budget procedure.

The replenishments to this account are done on a quarterly basis by UNDP upon receipt of the financial report (FACE form). Accounting and financial reporting on this project is the responsibility of the IP (Accounting Department of the Ministry of Environment, with the support of EPPO). Specifically in the project initiation phase but also beyond if required, UNDP can provide support services for direct payments, procurement and recruitment.

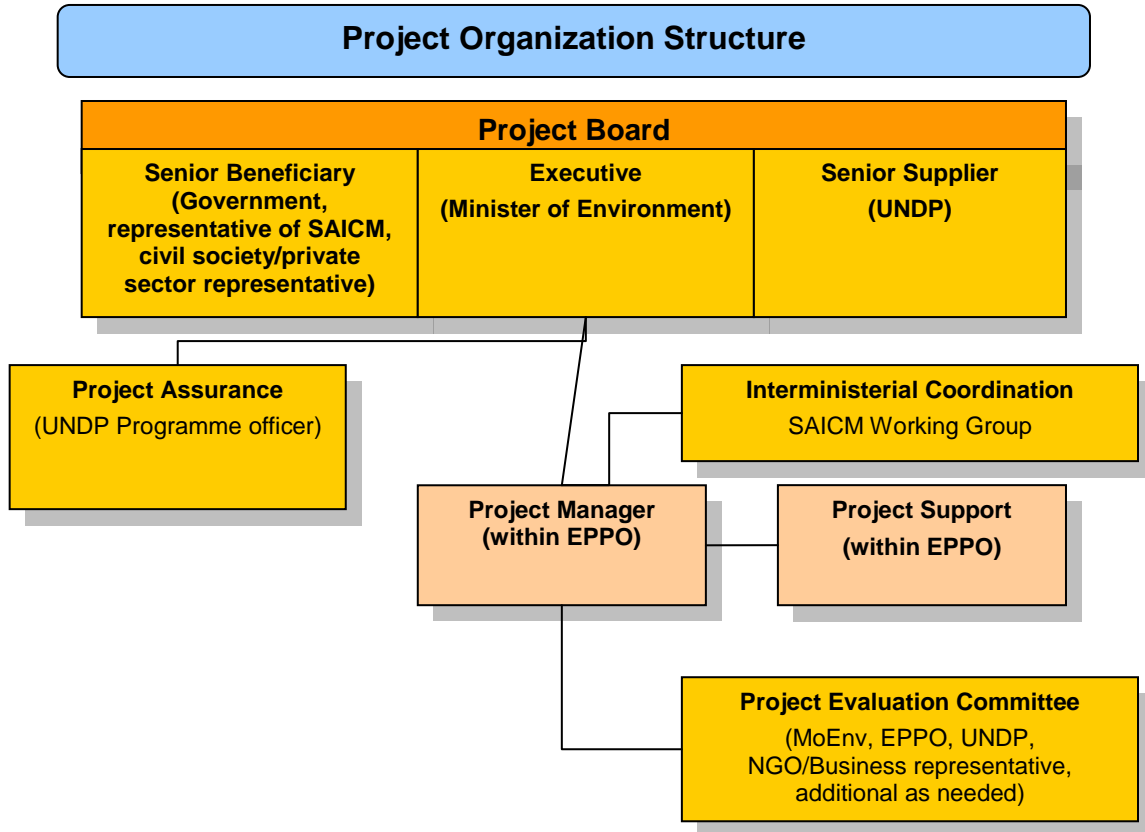
A **Project Board** will manage the Project at the highest level. The Project Board will meet regularly, on a quarterly basis, during the course of the Project.

The Project Board is the group responsible for making management decisions for the project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. Project reviews by this group are made at designated decision points during the running of a project or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities. Formal minutes shall be prepared and adopted for each meeting of the Board, detailing any proposals made and decisions taken.

Project Assurance: Assurance is a key element of the PRINCE2 management method, upon which the Project Management Arrangements are based. 'Assurance' is essentially an independent audit function, whereby the Project Board is able to monitor progress against agreed work plans. The

Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Assurance is the responsibility of each Project Board member. On behalf of UNDP, as senior project supplier, the function is delegated to a UNDP Portfolio Manager. The National Coordinator may appoint a representative (delegated authority) of the implementing partner to carry out the project assurance role on behalf of the project executive.



VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the HACT, UNDP will use two mechanisms to provide assurance that funds provided to the implementing partner were received, expended and reported to the agreed system of internal control. These mechanisms are:

- Periodic on-site reviews of the partner's financial records for cash transfers;
- Programmatic monitoring of the implementation of the Annual Work Plan;

In addition, in accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see IX. Risk Analysis), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

VII. QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS

INCEPTION PHASE/PROJECT MOBILISATION		
Activity	Project mobilization/initiation phase	Start Date: July 2011 End Date: mid Sep 2011
Purpose	<i>Ensure that the project produces the results specified in the project document to the required standard of quality and that the project stakeholders buy-in.</i>	
Description	To increase chances of project success mainstreaming work requires a higher threshold of policy buy-in prior to the work beginning. At least at the most senior civil service level, ministries responsible for development planning, health and environment, at a minimum, should be fully aware and supportive of project objectives at the planning stage.	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Enhanced understanding and buy-in within the key line ministries to support SMC mainstreaming	Records of the meetings and letters of support from the key ministries	Quarterly

OUTPUT 1: BASELINE ANALYSIS AND IDENTIFICATION OF NATIONAL POPS AND SMC PRIORITIES		
Activity 1	Develop National Situation Report	Start Date: August 2011 End Date: September 2011
Purpose	<i>Determine what information is available on Moldova's chemicals management situation and record it.</i>	
Description	Development of the National Chemicals Management Situation report provides information on the degree of integration of SMC into national development planning, identify SMC issues, capacities and needs.	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Strengthened awareness among government and stakeholders regarding the Moldova situation on the sound management of chemicals	Final situation report approved by the key ministries and stakeholders	Quarterly

OUTPUT 1: BASELINE ANALYSIS AND IDENTIFICATION OF NATIONAL SMC PRIORITIES		
Activity 2	Prepare Issue Concept Papers on proposed highest priorities for mainstreaming	Start Date: September 2011 End Date: November 2011
Purpose	<i>Facilitate communication with the project stakeholders and receive approval of SMC priorities for further investigation</i>	
Description	The Issue Concept Papers will be produced for each identified SMC priority and will not exceed 5 pages	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Enhanced set of strategic priorities that intends to address current gaps in SMC regime and improve the SMC regime	Issue Concept Papers shared with the main stakeholders and feedback collected	Quarterly

OUTPUT 1: BASELINE ANALYSIS AND IDENTIFICATION OF NATIONAL SMC PRIORITIES		
Activity 3	Prepare recommendation for establishment of an integrated management of chemicals in order to ensure inter-ministerial coordination	Start Date: September 2011 End Date: March 2012
Purpose	<i>Identify the most appropriate inter-ministerial coordination mechanism</i>	
Description	Research conducted for the preparation of recommendations will identify the rules of functioning, the roles and capacities needed and the financing sources.	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Strengthened focus on improved cross-sectoral coordination for SMC	Recommendations for inter-ministerial coordination mechanism approved by the main stakeholders	Quarterly
Improved inter-ministerial cooperation on SMC mainstreaming	Records of the meetings	Quarterly

OUTPUT 2: ECONOMIC VALUATION OF SELECTED PRIORITIES AND DESIGNING POLICY INSTRUMENTS SUPPORTING THE PRIORITY SMC ISSUES		
Activity 1	Conduct cost assessment and analysis of the proposed highest priorities for mainstreaming	Start Date: November 2011 End Date: February 2012

Purpose	<i>Estimation of the cost of action to pursue identified chemicals management opportunities versus the cost of human suffering and environmental degradation when no action is taken.</i>	
Description	The economic cost-analysis normally begins with: (1) a decision on which of the shortlisted priorities will be subject of the economic analysis and in what way; and (2) development of the cost-benefit analysis framework for each of the SMC priorities.	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Increased understanding of the cost of damage of chemicals mismanagement and the need to integrate SMC into national development planning processes	Economic analysis approved by SAICM group and the key ministries	Quarterly

OUTPUT 2: ECONOMIC VALUATION OF SELECTED PRIORITIES AND DESIGNING POLICY INSTRUMENTS SUPPORTING THE PRIORITY SMC ISSUES		
Activity 2	Report on policy instruments options to enable government action on identified priorities	Start Date: January 2012 End Date: March 2012
Purpose	<i>Development of targeted policy and regulatory responses for selected chemicals management priorities in the context of national development planning process.</i>	
Description	Conduct analysis of the policy instruments options and update the Concept Issue Papers which will be shared with the main stakeholders.	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Best policy opportunities to influence the national development planning process for purposes of mainstreaming SMC identified and produced	Analysis report approved by the SAICM and the key ministries	Quarterly

OUTPUT 2: ECONOMIC VALUATION OF SELECTED PRIORITIES AND DESIGNING POLICY INSTRUMENTS SUPPORTING THE PRIORITY SMC ISSUES		
Activity 3	Support for revision of the draft Law on chemicals	Start Date: April 2012 End Date: May 2012
Purpose	<i>To ensure that the later approved Law on chemicals incorporate the SMC mainstreaming considerations</i>	
Description	Revise the draft Law on Chemicals and propose recommendations for its improvement	

Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Improved legal framework for sound management of chemicals	Revised Law and proposals for improvement adopted by the mains stakeholders	Quarterly

OUTPUT 3: SMC PRIORITIES MAINSTREAMED		
Activity 1	Prepare specific text for inclusion of the approved POPs/ SMC priorities into chapters of the development plan	Start Date: June 2012 End Date: July 2012
Purpose	<i>Integration of sound management of chemicals priorities into national development planning to address the most serious problem areas, while making the utmost use of opportunities that link sound management of chemicals with sustainable development factors.</i>	
Description	Developing specific text will ensure that the results of the mainstreaming effort are accurately reflected in the development planning process rather than drafting responsibility to other people who might otherwise have been only marginally involved.	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Government “equipped” to address SMC gaps and mainstream the SMC priorities into the national development planning process	National development planning documents	Bi-annually

OUTPUT 3: SMC PRIORITIES MAINSTREAMED		
Activity 4	Hold multi-stakeholder workshop to review project’s results and proposals for the development plan	Start Date: August 2012 End Date: August 2012
Purpose	<i>Report out on the results of the mainstreaming effort and seek support from participants for adoption of these results</i>	
Description	The workshop will last one day and those people and organisations who participated in the inception workshop will be invited.	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Positive feedback from the key ministries and main stakeholders on the project achievement and recognition of results	Minutes of the workshop	Annually

VIII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of the Republic of Moldova and UNDP, signed on by the parties on 2 October 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.

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

The executing agency shall:

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

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999).

The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

IX. RISK ANALYSIS

Description of risk	Type and Category	Risk management actions
No representation secured from certain key ministries (Ministry of Economy, Ministry of Finance, both these ministries are key for the mainstreaming part of the project)	Political/Medium	The stakeholders will be kept informed throughout the stages of the project implementation through various forms of communication (meetings, briefings, invitations etc). At the beginning of the project, the stakeholders will be informed not only on the activities but also their particular role and its importance in achieving the project's results. Clarifying their role, ensuring all stakeholders are participants and not passive observers, accompanied by continuous communication of progress will lead to better understanding of the processes and ensure stakeholder participation remains high as a result of invited interest representation.
Revision of policies, plans and programs is based on fixed schedules	Political / Low	UNDP is leading the MDG monitoring process in the country and therefore is very much informed on the timeframes/schedules of these processes and other national strategic development processes. Close monitoring of the review processes will be carried out by the project team in cooperation with the UNDP programme areas that work on the development planning assistance provision.
Not all relevant information is available	Political / Medium	The project team supported by international technical expertise and UNDP Chemicals (New York/Bratislava) will ensure that the information collected covers all necessary areas. The existence of the National Profile is a very good foundation that will allow for further data collection.
Inadequate preparations and involvement/participation of stakeholders	Political/ Low	The project is developed in a way that provides for a detailed plan for consultations and as such it ensures the information is distributed in time and digested by all participants. If there is a need for further understanding, the UNDP Chemicals team will provide the needed support.
Countries inertia to buy-in into lessons learned, methodologies and guidance documents developed in another country.	Political / Medium	Stakeholder representation and involvement will be ensured through clear communication that will support their interests and roles in the process. The project team will work to develop the detailed work plan based on the time schedules being implemented in the country. This initiative has already done this in some of the other pilot countries faced with similar situation.