

United Nations Development Programme
Country: Republic of Moldova

Amendment to the Project Document
(Project ID 00094503)

Project Title: Enhancing democracy in Moldova through inclusive and transparent elections, phase II

Project Output: 000123086

Implementing Partner: United Nations Development Programme

Management Arrangements: Direct Implementation Modality (DIM)

Start Date: 1 August 2020

End Date: 31 December 2023

Brief Description

Electoral support and capacity development are part of UNDP's democratic governance assistance worldwide, through which UNDP helps nations build democratic frameworks to improve representation, accountability and transparency for the benefit of citizens.

UNDP Moldova has a long-standing partnership with the Central Electoral Commission (CEC) and the Centre for Continuous Electoral Training (CCET) aiming at advancing the democratic electoral processes in Moldova by consolidating the transparency and efficiency of elections' management, modernization of electoral IT solutions and enhancing the inclusiveness and participation of voters. This partnership, which spans over 10 years, resulted in the establishment of strong professional institutions, development of a modern State Automated Information System "Elections" (SAISE), enhancement of the State Register of Voters' accuracy and the design and implementation of effective long-term civic and voter education instruments.

Building on the sustainable results achieved during the first phase of implementation (2017 – 2020), the objectives of the current Project phase (2020 – 2023) are: 1) Enhance the inclusiveness of the electoral process by increasing the functional and technical capacities of the State Automated Information System "Elections" (SAISE); 2) Enhance the political participation of citizens by setting up and implementing the voters' information and civic education programmes; 3) Strengthen the capacity for effective and coherent oversight and monitoring on political party financing; and 4) Improve the legal and regulatory framework to respond to the EOM recommendations.

The **overall Goal** of the Project is to achieve an enhanced integrity, transparency and inclusiveness of the electoral process in Moldova by ensuring a more independent and credible electoral administration and better informed and pro-active citizens.

Contributing Outcome:

UNDAF 2018 – 2022 OUTCOME 1:


"The people of Moldova, in particular the most vulnerable, demand and benefit from democratic, transparent and accountable governance, gender-sensitive, human-rights and evidence-based public policies, equitable services, and efficient and responsive public institutions".

Indicative Output(s) with Gender Marker: **GEN2**

Total resources required:	2,133,755 USD	
Total resources allocated:	UNDP TRAC:	49,570 USD
	USAID:	2,000,000 USD
	Government:	84,185 USD
	In-Kind:	-
Unfunded:	-	

Approved by:

Dima Al-Khatib, UNDP Moldova Resident Representative

DocuSigned by:

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Date: 11 September 2020

AMENDMENT TO THE PROJECT DOCUMENT
ENHANCING DEMOCRACY IN MOLDOVA THROUGH INCLUSIVE AND TRANSPARENT
ELECTIONS (phase II)

Project ID: 00094503

Project Output: 00123086

The purpose of this amendment is to reflect the following:

1. Duration of the second phase of the Project
2. Total resources allocated for the second phase of the Project
3. Extended/New Project Outputs and new Activities
4. Governance and Management Arrangements
5. Monitoring and Evaluation and Results Framework
6. Multi-Year Work Plan for the second phase of the Project

DEVELOPMENT CHALLENGE

Electoral support and capacity development are part of UNDP's democratic governance assistance worldwide, through which UNDP helps nations build democratic frameworks to improve representation, accountability and transparency for the benefit of citizens.

UNDP has a long-standing partnership with the Central Electoral Commission (CEC) and the Centre for Continuous Electoral Training (CCET) aiming at advancing the democratic electoral processes in Moldova by consolidating the transparency and efficiency of elections' management, modernization of electoral IT solutions and enhancing the inclusiveness and participation of voters. This partnership, which spans over 10 years, resulted in the establishment of strong professional institutions, development of a modern State Automated Information System "Elections" (SAISE), the enhancement of the State Register of Voters' accuracy and the design and implementation of effective long-term civic and voter education instruments.

Throughout the last electoral cycles, CEC and CCET demonstrated a high level of capacity implementing unplanned 2016 Presidential Elections and adjusting the electoral system to a mixed one for the 2019 Parliamentary Elections in a very short period of time. Despite the challenges and persistent financial limitations faced by the institutions, due to the continuous UNDP's support, the CEC and the CCET delivered "well-administered elections" as attested by OSCE/ODIHR Observation Missions.

However, the overall low trust of men and women in Moldova in public institutions spills over to the CEC with a detrimental impact on the credibility of the electoral administration and the integrity of the electoral process. The simple fact that all 9 commissioners are politically appointed (as it is the case in approximately 50% of all independent election commissions worldwide) reduces the trustworthiness of the CEC in the eyes of the political actors and the citizens of Moldova. But not the structure of the CEC is the challenge. The challenge lies deeper at how the CEC is embedded within the democratic structures and how it is perceived and understood by society and electoral stakeholders.

As previous electoral cycles demonstrated, the capacity to well administer the electoral process within an unstable and volatile political context did not necessarily lead to the perception among citizens that the elections were organized in a credible manner or enhanced the trust of the citizens in the overall integrity of the electoral process. Such factors like the biased media landscape, accusations of fraud and vote-buying, misinformation, limited capacities within the CEC to enforce the law and the overall low capacity of a large group of citizens to understand the electoral process are strong hindrances for public trust in elections.

Based on the analysis of the lessons learned through previous interventions in elections area, as well as on the recommendations supplied through independent evaluations,¹ the following three areas had been identified as critical intervention points to advance in ensuring integrity, transparency and inclusiveness of the electoral process:

¹ UNDP Final Project Evaluation (2019) and GGF Thematic Report and Project Evaluation (2020).

Enhance IT structures and processes to consolidate capacity and improve governance and independence of the electoral administration

The effective expansion of the SAISE brought remarkable improvements in the election process. Moldovan citizens, the civil society and political parties expect that the CEC continuously offers the real-time election results, the access to the online verification of voters' data prior to the elections, and minimum errors in the State Register of Voters (SRV).

To respond to public expectations, additional work is required to: enhance the accuracy of the SRV in advance of the Presidential Elections scheduled for late 2020; create a data warehouse to ensure long-term availability of electoral data allowing for research and scrutiny; develop an online submission process for complaints and their automatized analysis, distribution and response; and improve the overall CEC's IT framework.

This set of interventions would imply the finalization of the SAISE Development Roadmap's implementation, leading to a complete IT architecture that is sustainable across all electoral cycles and fully compliant with international standards.

In line with the ODIHR and Project evaluations' recommendations, the Project will **continue an upscaled civic and voter education to enhance citizens' knowledge of electoral and wider democratic processes and to strengthen their ability to hold the responsible institutions to account**. Citizens worldwide, in addition to the lack of information, are facing the challenge of media manipulation through a variety of techniques, such as fake news, populist assertions, propaganda, etc. These pervasive problems are also present in Moldova, where the electoral processes are prone to misinformation in the interest of different political players that often leads to a lack of trust in the electoral process. It is vitally important to support citizens' ability to assess information enabling the men and women to have an informed opinion, critically assess processes and hold institutions to account.

Building on the efficient methods used during 2017–2020, the Project will continue its civic and voter education activities. This final phase of the Project will support the CEC and CCET in becoming self-sustainable institutions, able to fully deliver targeted civic education programmes.

The Project will use two avenues to consolidate the gains of the previous phase, by expanding and consolidating the collaboration with the networks of teachers and librarians building on the MoU that the CCET has with the Ministry of Education, Culture and Research. As not all citizens attend a school or university (youth NEE, self-employed, small farmers) or have a broad access to information (marginalized, vulnerable and underrepresented groups), it is important to maintain a variety of channels for information.

Partnerships with CSOs will be strengthened and expanded (through grants scheme mechanism) for reaching out at these particular groups of the population, since for achieving electoral integrity and inclusiveness it is important that citizens with voting rights of all ages, sex, social and educational background have the possibility to cast their vote more consciously.

Therefore, institutionalizing civic and voter education as well as supplying information during and between elections in various forms will allow citizens to gradually understand and incrementally use their new knowledge to defend the integrity of the electoral process in Moldova.

Further technical assistance as critical for consolidating capacities of the CEC to perform oversight on political party financing²

The Project will address CEC's oversight function on political parties' finance to counter political corruption and strengthen the integrity and credibility of the electoral process. The issues of money in politics are highly sensitive in Moldova, while the public's assumptions that political corruption is high, discredit politics and state institutions. UNDP with the Donor support assisted the CEC in adding an IT module on the Political Party Finance Control to the SAISE.

However, the module per se does not mean the CEC is fully equipped to effectively perform the political finance oversight function. There are concerns regarding the lack of explicit sanctions at the disposal of the CEC, the lack of an adequate financial oversight mechanism, as well as the existing gaps in the CEC's capacities and in the legal framework that do not offer a clear delimitation of the functions of the

² GGF Thematic Report and Project Evaluation / 2020 / p. 8.

Commission, the National Anti-corruption Centre and the Tax Inspectorate. These concerns question the efficient enforcement of the adjustments to the political party financing framework.

The Project will provide support in the gap analysis, in the identification of the actions that would lead to the proper implementation of the oversight role by the CEC, and in their realization. An important part of these efforts will be engagement with the CSOs and investigative journalists (small grants) that will monitor and report on their findings holding the CEC accountable for any potential lack of action with regards to sanctioning of the parties that break the rules.

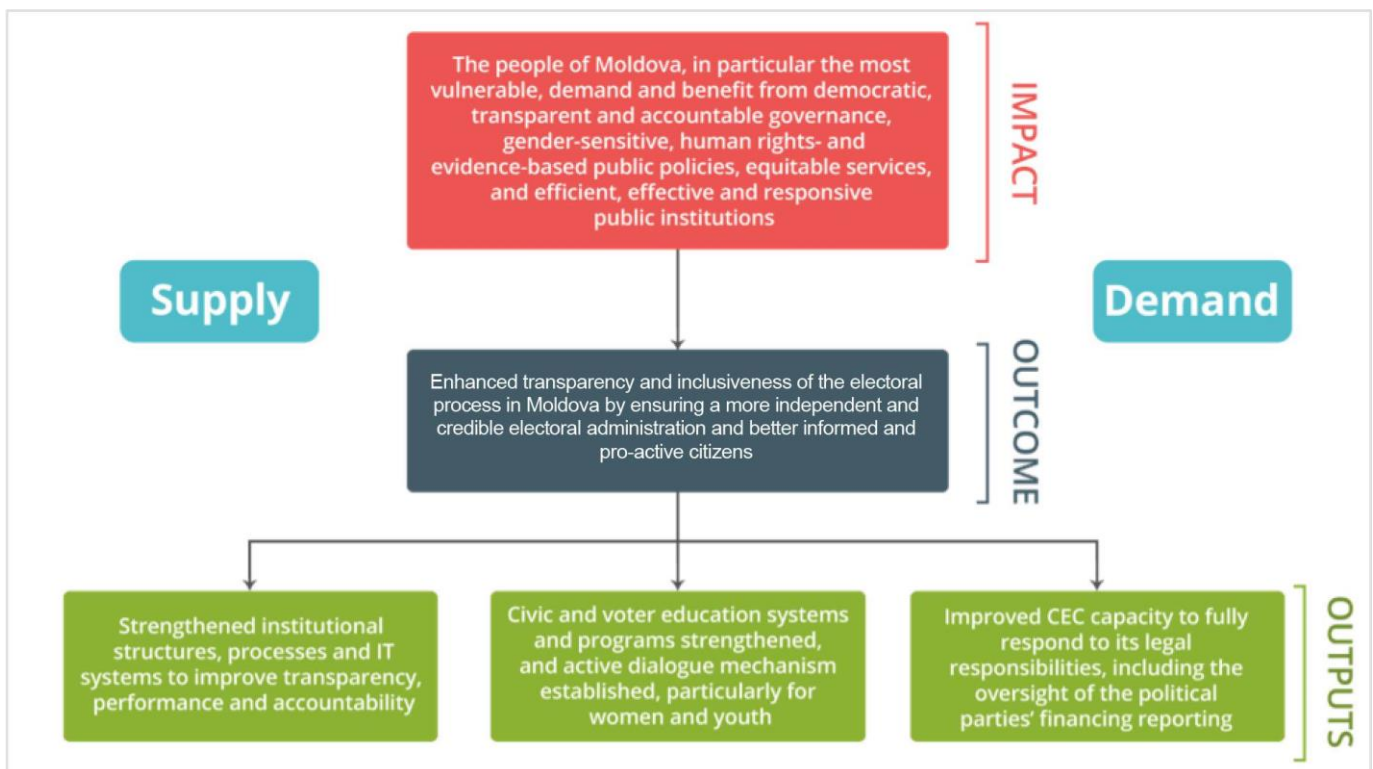
Theory of Change

Following the 2019 Parliamentary Elections and General Local Elections, the Central Electoral Commission faces a critical moment in its experience, as it needs to deliver credible professional and transparent electoral processes in a highly volatile and challenging political context. The electoral management body needs to consolidate its technical capacities, enhance its legal and regulatory framework and efficiently communicate with citizens on the importance to actively and consciously participate in elections.

Responding to these challenges, the Project will provide technical assistance in specific areas of intervention that are equally important for the steady progress in the achievement of a more transparent and inclusive electoral process. The Project will build on the solid foundation of knowledge, partnership and IT tools developed during August 2017 – July 2020.

The Project's **Theory of Change** remains unchanged and is fully aligned with the results-management cycle, building on the context, situation analysis and strategic prioritization of interventions. To accomplish its overall goal, the Project will continue to address the root causes of the current development challenges hampering the further development of the democratic process and the advancement of the electoral process in the Republic of Moldova.

The Project will continue to ensure sustainability and scale-up of the results from previous Project efforts with a holistic and innovative approach. The interventions of the Project will have systematic and significant implications at policy, regulatory, coordination, institutional and service provision levels, having a sustainable impact both, at the national and local levels.



IMPLEMENTATION APPROACHES

The Human Rights Based Approach – is the key normative and conceptual basis of the Project. The Project will continue to follow the principle of leaving no-one behind and reaching the furthest first by meaningfully involving beneficiaries, and by addressing challenges of those facing multiple and intersecting forms of discrimination while using the rights to participate in the electoral and democratic processes.

The 2030 Agenda requests particular attention inter alia to youth, persons with disabilities, people living with HIV/AIDS, older persons and internally displaced persons. The Project will continue to emphasize the responsibility of duty-bearers to respect, protect and fulfil human rights and cooperate with international human rights mechanisms.

Gender mainstreaming – the Project envisages a meaningful participation of women and men in all Project activities, ensuring an equitable benefit of the results of the Project. The Project will continue to address effective policy, regulatory and institutional norms, aiming to ensure all citizens with voting rights (in-country and abroad) to participate in electoral processes.

Civic engagement – the Project will continue providing equal participatory and engagement conditions via consultative processes and civic education and voter information programmes, to all target groups, including women, youth, persons with different types of disabilities and vulnerable persons.

Effective multilateral communication – proved to be an essential part of the previous Project interventions and a key to successful and meaningful engagement of different target groups (e.g. librarians, teachers) as civic and electoral education promoters. It will remain a major focus in the next period (by December 2023) for a more efficient acknowledgment of the Project interventions and more sound results. Equally important, the public outreach and awareness-raising campaigns will continue to be oriented towards broadly informing all categories of voters about their electoral rights, opportunities and duties as active citizens of the Republic of Moldova.

Innovation – the Project will continue to implement innovative tools and youth engagement schemes and will provide expertise, knowledge and know-how, including through crowdsourcing mechanisms and other similar instruments piloted during the previous phase of the Project that proved to be impactful and sustainable, such as the IT Creativity Lab – InnoVoter (first and second editions), Filmmakers Camp and Creativity Lab – VotART. Innovation will be reflected in all Project interventions, where feasible, customized to the needs of the Central Electoral Commission, Centre for Continuous Electoral Training, partners, electoral stakeholders, as well of all women and men beneficiaries, including most vulnerable.

Coordination with other initiatives – the Project will ensure the appropriate coordination with other UNDP Projects, other development partners' initiative in the elections area and NGOs to avoid overlapping and to seek synergies and joint implementation of relevant activities, as necessary, as to achieve higher efficiency and value for money.

The Project will build on the lessons learned from previous experiences, with a conceptual adjustment of the approach in supporting the transparent and inclusive electoral processes, as to ensure a better synergy, sustainability and maximize the expected outcomes.

Last, but not least, concerted efforts will be made to ensure the gradual taking over of the approaches and methods tested by the Project by the national partners (CEC and CCET) in order to continue applying them independently, as it will be described in detail in the Project Exit Strategy.

The Project will ensure comprehensive, interrelated and multi-stakeholder interventions in addressing a core challenge of the delivery of the trustful and credible electoral processes. The interventions will contribute to one of the priority areas established within the 2018 – 2022 UNDAF, which highlights the need for continuous support in promoting democratic people-centred governance, gender equality and human rights – Outcome 1: *The people of Moldova, in particular most vulnerable, demand and benefit from democratic, transparent and accountable governance, gender-sensitive, human rights and evidence-based public policies, equitable services, and efficient, effective and responsive public institutions.* The same is reiterated in the UNDP Country Programme Document for the Republic of Moldova (2018 – 2022) (CPD) that explicitly states that “UNDP will support the country’s reform agenda, including overarching public

administration and sectoral reforms. Institutional integrity and transparency will be enhanced at all levels through leveraging ICT and innovation, reengineering and digitizing business processes”.

The Project will support Moldova’s progress towards the achievement of the Sustainable Development Agenda 2030, particularly SDG 16: *“Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels”*, and will also tailor its interventions to support the SDG 5: *“Achieve gender equality and empower all women and girls”*; SDG 10: *“Reduce inequalities within and among countries”*; and SDG 4: *“Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all”*.

1. DURATION OF THE SECOND PHASE OF THE PROJECT

The second phase of the Project will be implemented under the same title: *“Enhancing democracy in Moldova through inclusive and transparent elections”* during **1 August 2020 – 31 December 2023**.

2. TOTAL RESOURCES ALLOCATED FOR THE SECOND PHASE OF THE PROJECT

The total resources required for the second phase of the Project are increased due to:

- ❑ the introduction of new activities within the existing Outputs:
 - State Automated Information System “Elections” (SAISE) further advanced; and
 - Civic education and voter information systems strengthened;
- ❑ the introduction of two new Outputs:
 - Capacity for effective and coherent oversight and monitoring on political party financing strengthened; and
 - Legal and regulatory framework improved to respond to the EOM recommendations.

Total allocated resources (August 2020 – December 2023) are 2,133,755 USD:

- ❑ USAID – 2,000, 000 USD
- ❑ Central Electoral Commission – 84,185 USD
- ❑ UNDP Moldova – 49,570 USD

3. EXTENDED / NEW PROJECT OUTPUTS AND NEW ACTIVITIES

The **overall Goal** of the Project (phase II) is to **achieve an enhanced integrity, transparency and inclusiveness of the electoral process in Moldova by ensuring a more independent and credible electoral administration and better informed and pro-active citizens.**

In the extended timeframe, the Project will continue to build the CEC’s electoral management system; ensure a proper implementation and uniform application of the party finance law and other key regulations; and increase outward communications and education and engagement among the population through targeted civic and voter education activities around and between electoral cycles.

To achieve the expected results, the Project will focus on the following specific Outputs:

State Automated Information System “Elections” (SAISE) further advanced

Improvements to the performance and cybersecurity of the SAISE and new modules to submit online complaints or to access electoral data for research purposes by stakeholders are of a high importance to enhance the accessibility and transparency of the electoral process and to enable citizens to scrutinize the performance of the electoral administration.

A combination of technical advancement (capacity), enhanced communication with external stakeholders and objectively verifiable reform processes (governance) as well as open discussions on independence parameters will improve the integrity and credibility of the electoral administration.

Civic education and voter information systems strengthened

The 2017 Social Cohesion and Reconciliation (SCORE) study finds an extremely low, level of civic engagement in Moldova at 0,7³. This re-enforces the need for targeted interventions aiming at enabling citizens to have an informed opinion for engaging in political and electoral processes. This should be done with a long-term perspective, establishing basic democratic knowledge and behaviour pattern among as many citizens as possible and create a high-level national knowledge base to discuss democratic processes within the society of Moldova.

In this sense, previously established education networks and partnerships with libraries, schools and CSOs shall be expanded and advanced from separated activities to a nationwide continuous system of civic education related to elections for young men and women, underrepresented, vulnerable or marginalized groups.

CEC and CCET passed a long way in the last electoral cycles providing international standard trainings in person and online, as well as engaging the different sectors of civil society in a very innovative and regionally appraised way. Having the capacity to develop the training and educational curriculums they now need further support to expand the partnerships and continuously roll out the electoral campaigns and initiatives throughout the country until the financing of these activities from the state budget (that is growing slowly year by year) will be sufficient in a mid-term run.

Capacity for effective and coherent oversight and monitoring on political party financing strengthened

In the context of the Political Party Financing Law, the CEC finds it challenging to exercise the oversight over the political party finance without being adequately equipped for this function. The Project provided support in developing and implementing a new SAISE IT Module on the Political Party Finance Control.

Despite the fact that according to the CEC decision the online submission of financial reports on political parties and electoral campaigns financing became mandatory as of January 1st, 2020, by end of June only 22 political parties (out of 33 that submitted their yearly reports for 2019 fiscal year) have used the module for this purpose. Moreover, there are no well-established and rigid sanctions in place to address this issue.

The CEC needs further support to build more capacity, knowledge, cooperation, and best practice exchange to handle these responsibilities, as to fully correspond to international standards. At the same time, to ensure a public scrutiny on the CEC's oversight, CSOs and mass-media may be supported through small grants programme to execute the watchdog function on political party finance.

Legal and regulatory framework improved to respond to the EOM recommendations

The 2019 Parliamentary and General Local Elections were, according to national and international election observation missions, generally administered in accordance with most international standards. Subsequently, the observers noted issues related to electoral campaign financing, a complex legal framework with still existing loopholes and shortcomings, and a confusing and unclear complaints process.

Some of the OSCE/ODIHR recommendations highlighted that the CEC needs to carry out a comprehensive review of the electoral legal framework to eliminate inconsistencies and ambiguities, to improve the professionalism and effectiveness of the District Electoral Councils through training and to enhance the transparency and oversight of electoral campaign financing. There is a risk that without external support the CEC might fail in the implementation of the above recommendations, which might lead to a lower quality of performance in the forthcoming elections that will give room to speculation and mistrust as it will reflect a deterioration of the CEC services. Considering the unstable political environment, the consolidation of electoral standards is of the utmost importance.

The revision of the Project Outputs and Activities implies the following changes:

Output 1: Credibility of the State Register of Voters enhanced

(Discontinued. The objectives were met)

³ SCORE rating, ranging from 1 (lowest) to 10 (highest).

Output 2: State Automated Information System “Elections” (SAISE) further advanced

(Extended. Further considered as [Output 1](#))

In order to foster trust in the electoral process, the CEC needs to demonstrate a high level of performance and accessibility of the system. The innovations and upgrades to the SAISE system in the last three years ensured more accurate and accessible IT process, yet despite impressive results achieved, including the real-time display of disaggregated data on voter turnout and preliminary results during the E-Day, several challenges still remain.

The proposed advancement of the SAISE will include the automation of the electoral management processes at the level of polling stations that will allow: a) to avoid mismatch in electronically submitted documents and paper-based reports signed in the polling stations; b) to improve the results tabulation process; and c) to facilitate the work of electoral officials.

The development of the SAISE module for the submission and management of electoral complaints will contribute immensely to building confidence and trust in the electoral process, as complaints will be trackable online and visible throughout the process in a fair and transparent way. The ability to send complaints online will also abolish the physical delivery of documents providing for better access to the process. It will be accompanied by the adequate public information and communication focused on demystifying the complaints process. The conceptualization and implementation of yet another SAISE's module - the data warehouse for storing all the valuable information from multiple electoral cycles in one place, will allow for the data to be compared, analysed and disclosed to the public.

Moreover, the enhancement of the cybersecurity framework of the SAISE will significantly contribute to a more credible and trustful electoral process, in line with ISO/IEC 270001 standard on information security management systems. Specialized expertise will be provided to develop and implement cyber and digital policies of the CEC, being in line with international standards and requirements. Complementary, cybersecurity awareness and education, training, and workforce development for electoral staff, including at the polling stations level, will be carried out.

Output 1 Indicative Activities:

- Develop and implement the SAISE functionalities required for the automation of electoral management processes at the level of polling stations;
- Support to enhance the cybersecurity of the SAISE (including cybersecurity awareness and education, training, and workforce development for electoral staff);
- Provide support to enhance the CEC's cyber and digital policy development and implementation;
- Develop and implement a SAISE module for the online submission and management of complaints;
- Design and implement a public outreach campaign on the process of submitting electoral complaints, including an online step-by-step tutorial;
- Conceptualize, develop and implement the business intelligence solutions for electronic data collection and storage, processing, analysis and reporting, ensuring disclosure for public use for research and monitoring purposes;
- Provide support in IT network infrastructure redesign with respect to the new SAISE functionalities and elections requirements;
- Provide support in IT equipment upgrade and renewal for the automation of electoral management processes;
- Perform security and stress tests of the SAISE with respect to the 2020 Presidential, 2023 Parliamentary and Local General Elections;
- Develop a registration module/adjust existing SAISE modules as to ensure full implementation of the gender quota legislation at the central and precinct electoral bureaus levels;
- Provide public awareness and communication support to adequately inform the public on IT developments and modules.

Output 3. Political Party Finance framework further advanced

(Discontinued. The objectives were met)

Output 4: Civic education and voter information systems strengthened

(Extended. Further considered as [Output 2](#))

The substantial and innovative civic engagement efforts undertaken by the CEC, CCET and the Project Team during 2017 – 2020 years (reaching around 354,000 direct and over 1,800,000 indirect beneficiaries through more than 1,130 activities) have been praised on multiple occasions at the national and international levels. Despite the CEC and CCET's strong dedication and ground-breaking work in this area in the last years, the structure and programs to deliver up-to-date, innovative and upscaled civic and voter education campaigns still need to be expanded and consolidated to be able to master future challenges and task of informing Moldova's citizens in the country and abroad, countering lack of electoral knowledge and disinformation in the best possible way.

Established and nurtured cooperation structures with libraries, schools and CSOs currently constituting a central part of the information distribution network, need to be further institutionalized to form a reliable and easily accessible structure for all citizens of Moldova.

Being the leading public institutions in Moldova providing civic and electoral education to citizens, the CEC and CCET are uniquely placed to lead on a new form of cooperation in the elections area - with political parties, public institutions, local public authorities and civil society organizations in designing active outreach campaigns addressing all segments of the society, rural, urban, low- and high-level education/income, women and men, ethnic and linguistic minorities, and Diaspora.

The Project will continue to support the CEC/CCET in implementing extensive civic education and voter information programs in accordance with their strategic documents: 2020 – 2023 CEC Strategic Development Plan and the 2020 – 2023 CCET Strategic Development Plan. These interventions will include the institutionalization and scaling-up of programs dedicated to the teachers as electoral education promoters and school councils' elections as a tool to promote greater civil understanding and participation. Moreover, the Project will continue expanding the civic education initiatives through partnerships with the Ministry of Education, Culture and Research to develop a dedicated curriculum/program on voter education for high-schools and universities, and with other public institutions, CSOs and mass media on targeted electoral education and voter information programs.

Output 2 Indicative Activities:

- Support CEC/CCET to improve public communication to publicize key electoral information for voters;
- Design and implement large-scale civic education and voter information campaigns targeting youth, people with disabilities, women, vulnerable and marginalized groups;
- Provide support for the institutionalization and scaling-up of electoral education programs for teachers, librarians, pupils and students;
- Design and implement targeted and inclusive civic education activities for the Diaspora.

Output 3: Capacity for effective and coherent oversight and monitoring on political party financing strengthened

(New Output included. Further considered as [Output 3](#))

In the context of the Republic of Moldova, the ODIHR Election Observation Missions systematically highlighted the need for *“enhancing oversight, introducing more comprehensive reporting requirements and stipulating criteria for spending limits”* with respect to political party campaign financing⁴. In January 2016, the new Law on Political Party Finance was adopted in accordance with GRECO standards, and the CEC became the competent oversight body. Since then, the CEC monitors and analyses both election campaign and annual political parties' finance reports from a qualitative and quantitative point of view, for

⁴ OSCE / ODIHR Limited Election Observer Mission / 2015 General Local Elections / Final Report, p. 12-13
<https://www.osce.org/odihr/elections/moldova/157256>

national and local level elections. However, the new responsibilities were not adequately resourced and capacitated.

During 2017-2019, the Project with Donor support (UK) helped the CEC with development and implementation of the Political Party Finance Reporting and Disclosure (Financial Control) module as part of SAISE, aiming at automating data collection and analysis while ensuring public access to all reports submitted to CEC by electoral candidates, at the same time reducing the complexity, cost and duration of data processing.

In line with the strategic view of the CEC to ensure a more transparent and accessible electoral process, the Project also provided support in digitizing the historical (paper-based) financial reports submitted by political parties/ candidates during 2014 – 2018. The reports have been migrated into the database of the “Financial Control” module and shall allow the CEC to better analyse and track the data related to donations, expenditures, transfers, etc.

To enforce the active usage of the module, the CEC adopted a set of amendments to the Regulation on political parties financing in June 2019, including a decision on the mandatory status of online reporting through the “Financial Control” module of the SAISE - as of January 1st, 2020. However, not all political parties are willing to use the online tool and there are no adequate legal and regulatory framework, as well as a strong set of sanctions in place to solve this issue.

The Project will support the CEC in building more technical and legal institutional capacities and knowledge, and in engaging pro-actively with political parties as to fulfil its oversight duties in compliance with international standards. In parallel, the Project will engage with the CSOs and media outlets through grants scheme mechanism to execute the watch dog function on political parties and electoral campaigns financing.

Output 3 Indicative Activities:

- Engage with the Civil Society and political parties to monitor the implementation of the “Financial Control” module (grants scheme mechanism);
- Strengthen the oversight capacity of the CEC through technical and legal support;
- Develop a GAP analysis and support the implementation of a roadmap for the scale-up of the Economic and Financial Department of the CEC;
- Provide support to ensure comprehensive training for all actors responsible for the successful implementation of the party finance law (political parties, judges, etc.).

Output 4: Legal and regulatory framework improved to respond to the EOM recommendations

(New Output included. Further considered as [Output 4](#))

Using the CEC Development Strategy (2020 – 2023) and Election Observation Mission reports as basis, the Project will provide targeted support to improve the necessary electoral legal and regulatory framework to address loopholes or contradictions in implementing the legal provisions. The Project will provide highly skilled expertise, necessary to address the legal issues related but not limited to the campaign financing, complaints process (including for the Diaspora), and electoral dispute resolution.

Also, the Project will support the creation of a consultative mechanism involving national and international partners and relevant stakeholders to support the implementation of the electoral recommendations, with a particular focus on gender and human rights dimensions, as to ensure a more transparent and credible electoral process. Strategic election advisory support to the CEC management to better respond to the national and international requirements will be also ensured.

Output 4 Indicative Activities:

- Conceptualize and develop a consultative mechanism involving national and international partners, and other relevant stakeholders to support the implementation of the electoral recommendations with a specific focus on gender and human rights dimensions.
- Provide national and international legal expertise to adjust and harmonize the electoral framework, in accordance with international standards and recommendations.
- Provide electoral strategic advisory to the CEC in the context of the 2020 Presidential Elections.

RESOURCES REQUIRED TO ACHIEVE THE EXPECTED RESULTS

To achieve the expected results, the Project will continue to engage qualified international and national expertise, as well as specialized suppliers that will provide technical advice, services and goods required for the implementation of the Project activities.

The expertise and knowledge of the Moldova Social Innovation Lab (Milab) will be involved, where feasible, to identify and implement innovative solutions for enhancing the electoral processes and increase civic engagement and democratic participation, particularly of young voters. The Project Team's expertise will cover all interventions areas of the Project.

UNDP Country Office will continue to provide the Project's Quality Assurance and support to procurement processes, financial management, human resources and administrative matters on a cost-recovery basis.

PARTNERSHIPS AND STAKEHOLDER ENGAGEMENT

The Project will strengthen and expand strategic partnerships and will engage with key stakeholders for the achievement of the Project objectives and for ensuring the sustainability of the achieved results. It is proposed that the following partnerships will be established or extended with the following institutions/organizations:

- **under Output 1:** Public Services Agency and e-Governance Agency;
- **under Output 2:** Ministry of Education, Culture and Research, Ministry of Foreign Affairs and European Integration, Diaspora Relations Bureau of the State Chancellery, IOM, UN Women and UNICEF;
- **under Output 3:** Parliament, Court of Accounts, National Anti-corruption Centre, Tax Inspectorate, International IDEA, Promo-LEX and ADEPT associations.
- **under Output 4:** OSCE / ODIHR, European Network of Election Monitoring Organizations (ENEMO), Council of Europe, International IDEA, and the Coalition for Free and Fair Elections.

Immediate beneficiaries of the Project will be the CEC and CCET, and other potential national institutions linked to the Project objectives.

Final beneficiaries: society at large, people with voting rights living within and outside the country, including women and men belonging to vulnerable groups, persons with disabilities, and ethno-linguistic minorities.

Civil Society Organizations (CSOs) and media outlets will be engaged in Project activities to implement civic education and voter information campaigns and monitor the political parties and electoral campaigns financing through grants scheme mechanisms which will contribute to enhancing their capacities in elections-related areas and in the project management.

SOUTH-SOUTH AND TRIANGULAR COOPERATION (SSC/TRC)

The Framework of operational guidelines on UN support to South-South and triangular cooperation defines South-South cooperation (SSC) to be a "process whereby two or more developing countries pursue their individual and/or shared national capacity development objectives through exchanges of knowledge, skills, resources and technical know-how, and through regional and interregional collective actions, including partnerships involving Governments, regional organizations, civil society, academia and the private sector, for their individual and/or mutual benefit within and across regions. South-South cooperation is not a substitute for, but rather a complement to, North-South cooperation".

Triangular cooperation (TrC) involves Southern-driven partnerships between two or more developing countries supported by a developed country(ies)/or multilateral organization(s) to implement development programmes and Projects.

The Project will seek to use, to the extent possible, the SCC/TrC to achieve and sustain the expected results by ensuring transfer of best available knowledge and experience, as well as by communicating about applied best practices to inspire other interested countries/entities to take over the Moldovan experience gained as part of this Project. The SCC/TrC shall be applied in various forms that shall be deemed best suited for achieving the desired results, from peer-to-peer support and exchange, study visits, peer-reviews and international expertise to support the policy/legislation formulation process.

RISKS AND ASSUMPTIONS

Risks have been identified and captured in the Risk Log. The Project implementation under the current extension will span over a three years' period that coincide with important planned electoral events (2020 Presidential Elections; 2023 Parliamentary and General Local Elections) and reforms in the country, some of which can be anticipated and carefully factored into Project plans, others will require the Project to adjust as unfolding.

Given that the proposed intervention will further build on current partnerships and lessons learned, the Project will consider the specific political context existing at the moment of implementation, and will plan the activities with caution, including timing and feasibility.

Throughout the implementation timeline, the Project will continue to maintain an apolitical focus of the Project, which ensures the possibility to continue the operation and interaction with all stakeholders during and between elections periods. The Project Risk Log will be maintained throughout the Project implementation to capture emerging risks and timely define the mitigation measures.

Assumptions

- Required financial and human resources are in place.
- Beneficiary institutions remain open to capacity building initiatives and willing/available to participate in the Project initiatives.
- National commitment for evolving democratic processes and implementation of the election processes in line with the international standards is maintained.
- Political context is stable and not critically deteriorating.
- Citizens are open to learning about the election process and their role as voters.
- CSOs are capable of raising key concerns and issues.
- Communities are open to awareness-raising activities by CSOs and media outlets.

KNOWLEDGE

A specific focus will continue to be dedicated to developing and disseminating knowledge products to be used for knowledge sharing and replication of Project methodologies by interested entities beyond the timespan of the Project. Various knowledge products will be produced as part of all Project components, namely practice-based guidelines, case studies, standard operating procedures, research and analytic products on electoral topics, activity and progress reports, public awareness materials, and video and written education materials. At the same time, the Project will produce and disseminate through media outlets and social networks various success stories, blogs and other media products, to educate the public through vivid examples about the Project methodologies and results.

SUSTAINABILITY AND SCALING-UP

The interventions of the Project will have systematic and significant implications at policy/legislation, coordination, institutional and electoral service provision levels, having a sustainable impact at the national level. The intervention strategy will focus on ensuring the lasting effect of the results achieved at all stages of work by:

Working through proactive institutional partnerships – activities will be implemented in partnership with Central Electoral Commission and Centre for Continuous Electoral Training, whose institutional and professional capacities will be further strengthened to improve the provision of transparent and credible electoral processes. The Project will engage also with the Ministry of Education, Culture and Research, Diaspora Relations Bureau of the State Chancellery, LPAs, Parliament, Court of Accounts, Tax Inspectorate and CSOs to achieve an expanded and multi-faceted framework for an enhanced integrity, transparency and inclusiveness of the electoral process. Moreover, the Project will continue identifying and ensuring full and active engagement of other relevant stakeholders during the Project implementation.

Fostering ownership and internalization of Project results – as the Project aims to invest in the IT System processes, internal policies, achieving compliance with international standards, institutional and professional capacity and changed behaviours, the investment will stay with the partner institutions and

staff. The Project will build capacities by implementing activities in a calibrated way, creating conditions for context-specific innovations and solutions to emerge, which can be shared, all increasing the sustainability of the Project interventions.

Footing the results of the Project in national and policy frameworks – the Project assistance will produce new or revised pieces of legislation concerning the electoral processes, namely regarding the political parties and electoral campaigns financing, complaints process (including for the Diaspora), and electoral dispute resolution to be approved and assumed by the national stakeholders, hence extending their validity beyond the Project’s lifetime. The sustainability of the efforts will be via awareness-raising, training, transfer of expertise and knowledge.

Gathering self-multiplication mechanism – the Project will work to leave behind a core group of professionals who are well prepared and committed to continue the work and ensure that results are not only maintained, but that additional progress is made. Tangible multiplier effects will be left through the capacity building activities and will be accompanied by practical tools for replication (i.e. training toolkits, manuals, guidelines).

Raising public awareness to forge a deeper public engagement and civic participation – the most powerful instrument for ensuring the sustainability of the Project achievements and further propel the electoral management towards more efficiency, transparency and accountability. The public awareness campaigns, besides the large civic education and voter information programmes, and a well-structured communication line about Project achievements, showcasing the practical results and portraying best achievers as motivational and inspirational examples, will contribute to an increased civic activism and engagement in electoral and democratic processes.

All Project interventions for the extension period will be organized in a logical sequence to support the overall **Exit Strategy**. This arrangement will allow the step-by-step graduation of national beneficiaries (CEC and CCET) from Project assistance. More specifically, the Project will foster genuine institutional ownership over tools, models, methodologies, concepts, policies and procedures produced as part of all stages of the Project.

COST EFFICIENCY AND EFFECTIVENESS

The proposed Project strategy for the extension is expected to deliver maximum results while making the best use of available resources offered by the Donors. Further resource mobilization efforts through the engagement with other Donors will be undertaken. The Project will look for synergies with other Projects in the democratic governance, gender and human rights fields (or beyond) that might allow for joint activities and for cost-sharing of the activities to achieve higher value for money, as well as use the cost-saving Long-Term Agreements with certain categories of services/goods providers available for the UN Country Team agencies due to existing arrangements within the UN Moldova Country Office. Throughout the Project implementation, the Project Team will continue to maintain a high attention to other ongoing and planned initiatives (inside and outside of UNDP) and actively explore possible synergies and opportunities for coordination and cooperation to ensure complementary rather than overlapping activities.

PROJECT MANAGEMENT

UNDP will assume the overall management responsibility and accountability of the Project administration, including organizing the implementation of Project activities, procurement of goods and services, recruitment of personnel and consultants, connecting to national and international expertise and knowledge networks, providing the Project’s Quality Assurance and timely implementation of activities (including the provision of continuous feedback and information sharing among stakeholders).

UNDP Country Office will provide programmatic, quality assurance, procurement, financial management, human resources and other operational support services. The cost of support services provided will be charged to the Project budget and the Direct Project Costs, as described in the table below:

Support services	Schedule for the Provision of the Support Services	Cost to UNDP of providing such Support Services	Amount and Method of Reimbursement of UNDP

Payments, disbursement and other financial transactions, including direct payments, budget revisions, etc.	As agreed in the Annual Workplan (AWP) from the inception to closure of the Project	Cost-recovery based on UNDP Universal Price List and Local Price List ⁵	Periodic Billing based on actual staff costs and agreed percentage
Recruitment of staff, Project personnel and consultants, including creation of vendors, selection and recruitment of SC holders, personnel management services and banking administration, etc.			
Procurement of services and goods, including evaluation, proceeding through CAP, contracting, disposal and/or transfer of equipment and assets, customs clearance, etc.			
Travel support, including travel arrangements and authorization, ticket, visa and booking requests, F10 settlement, etc.			
Organization of conferences, workshops and trainings, etc.			
Communication support, ICT support, etc.			

The Project Team will be located in the premises offered by the CEC as in-kind contribution to the Project until distinct office premises will be identified and rented. The Project will require the necessary facilities and equipment to ensure functionality and operability of the Project, including computers, copy machine, phones, maintenance and utilities cost, etc. In case the entire or a part of Project Team will be engaged in implementing other UNDP development interventions, the staff and other operational costs involved will be shared proportionally. Any saving incurred due to the cost-sharing will be reallocated based on applicable UNDP rules and procedures and based on the Donors' consent.

The Project Team will have a possibility to take part in the staff development activities in country and abroad, as well as accompany representatives of beneficiary/partner institutions in the study visits ensuring their good and efficient organization and also building their capacities for the effective performance and efficient Project implementation.

Audit arrangements

The Project is subject to standard UNDP audit arrangements. Being a subsidiary organ of the UN General Assembly and fully a part of the United Nations, UNDP enjoys a special status deriving from the UN Charter, the general legal framework of the UN, including the privileges and immunities enjoyed by the organization pursuant to the Convention on the Privileges and Immunities of the UN adopted by the General Assembly in 1946. In accordance with this status, audits of UNDP are guided by the 'single audit' principle. Under that principle, any review by any external authority, including any governmental authority, is precluded under regulation 7.6 of the Financial Regulations and Rules of the United Nations, which provides that "the Board of Auditors shall be completely independent and solely responsible for the conduct of audit." This principle was reaffirmed by the General Assembly in its resolution 59/272: "The General Assembly [...] 11. Reaffirms the role of the Board of Auditors and the Joint Inspection Unit as external oversight bodies, and, in this regard, affirms that any external review, audit, inspection, monitoring, evaluation or investigation of the Office can be undertaken only by such bodies or those mandated to do so by the General Assembly".

The UNDP Office of Audit Investigations (OAI) conducted an audit of UNDP Moldova in March-April 2018, covering the period of 01 January 2017 – 31 January 2018. OAI assessed⁶ the UNDP Moldova office as "satisfactory" (the highest rating), which means "The assessed governance arrangements, risk management practices and controls were adequately established and functioning well. Issued identified by the audit, if any, are unlikely to affect the achievement of the objectives of the audited entity/area".

⁵ <https://popp.undp.org/SitePages/POPPSubject.aspx?SBJID=184&Menu=BusinessUnit>

⁶ Audit of the UNDP Country Office in the Republic of Moldova, Report no. 1928 (23 May 2018) https://audit-public-disclosure.undp.org/view_audit_rpt_2.cfm?audit_id=1928

Satisfactory performance was noted in the following areas: governance, human resources management, procurement, financial resources management.

Financial management

Financial management of the Project will be conducted under UNDP Financial Regulation and Rules (FRR). FRR are regulations that govern the financial management of the United Nations Development Programme and shall apply to all resources administered by UNDP and to all the Funds and Programmes administered by the Administrator. They ensure acceptable levels of controls, as well as separation of duties. The new FRR are issued effective 1 January 2012 and govern the broad financial management of UNDP and the funds administered by UNDP, including the budgeting and accounting of resources. They have been updated to reflect the adoption of IPSAS and its terminology; and the revised harmonized cost classifications of the Joint report of UNDP, UNFPA and UNICEF on the road map to an integrated budget. Financial reporting mechanisms for the Project will follow UNDP rules and procedures and will comply with the reporting requirements of the Donor.

Anti-corruption

UNDP applies the UN Convention against Corruption and strictly follows the UNDP Policy of Fraud and Other Corrupt Practices at the country level. UNDP will provide mandatory capacity building for Project staff and personnel to ensure compliance with the UNDP M&E Rules and Regulations, including on anti-corruption. The last internal audit of UNDP Country Office in Moldova (2012), has been satisfactory and there were no corruption cases identified at UNDP.

All Project staff will undertake the UNDP mandatory training course on anti-corruption during the Project inception phase.

Accountability of managers at the country level is prescribed in UNDP's Programme and Operations Policies Procedures (POPP) and the Internal Control Framework (ICF).

Intellectual property rights and use of logo

Project materials, publications, print or digital deliverables will be branded by the relevant UNDP logo and typography (subject to corporate brand-book) and donors' logo. All intellectual products produced under the Project will be equipped with a standard UNDP intellectual property right disclaimer and, at discretion and agreement with donors may be placed into creative commons.

4. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

IMPLEMENTATION MODALITY

The Project (phase II) will be implemented under the **Direct Implementation Modality (DIM)**. This means that UNDP will take on the role of Implementing Partner and will assume the responsibility for mobilizing and effectively applying the required inputs in order to reach the expected outputs and outcomes. UNDP Moldova will assume the overall management responsibility and accountability for Project administration, including organizing implementation of Project activities, procurement of goods and services, recruitment of Project personnel and national and international consultants, connecting to national and international expertise and knowledge networks, and quality assurance, ensuring timely and expedient implementation of Project activities, including the provision of continuous feedback and information sharing among stakeholders.

UNDP will be accountable to the Project Steering Committee for the use of Project resources. UNDP will ensure that communication, consultations and review discussions are held on an on-going basis. During the Project implementation, synergies and linkages with other on-going Projects, in the areas of democratic governance gender and human rights implemented by UN agencies will be maintained and strengthened.

PROJECT STEERING COMMITTEE

The **Project Steering Committee** has the function to oversee transparency, accountability and efficiency of the Project operations as well as to assess opportunities, risks and political challenges and link to other relevant Government and development partners' initiatives. Most importantly, the Steering Committee approves the Annual Work Plans, the Progress and Final Reports prepared by the Project and takes decisions on changes in the Project activities or financial allocations, if any.

A new, more robust and inclusive format for the Steering Committee is proposed for the second phase of the Project. The Steering Committee shall include representatives of the senior beneficiaries (Central Electoral Commission and Centre for Continuous Electoral Training), civil society organizations, UNDP, Project Donor (USAID), and other multilateral or bilateral partners. Thus, the Steering Committee's structure, besides the voting members (CEC, CCET, UNDP, USAID, Promo-LEX Association, Gender Centru Association) shall be complemented with observers representing development partners, organisations and institutions working in the area of elections.

The proposed observers shall include, but will be not limited to:

international partners (British Embassy in Chisinau, Embassy of Sweden in Moldova, the Swiss Development Cooperation, the Delegation of the European Union, the Council of Europe, OSCE, UN Women, etc.);

national partners and CSOs (Public Services Agency, Electronic Governance Agency, Coalition for Free and Fair Elections, etc.).

Any other relevant institutions and partners may be proposed and added.

The updated composition of the Steering Committee will be agreed during its first meeting in the framework of the second phase launch and should be participatory and include as many relevant stakeholders as possible.

The Project Steering Committee will hold four meetings per year (e.g. January, April, July and October). The January and July meetings shall be focused on the Project reporting, planning and budget approval/ budget revisions based on the UNDP rules and procedures, while April and October meetings shall be mostly dedicated to discussing the Project progress, elections related developments, activities, and potential solutions to current challenges. More frequent meetings of the Project Steering Committee may be organized if deemed necessary. The Committee will monitor the Project progress, will decide on strategic decisions to ensure continued coherence between the implementation goals and objectives, will decide on the annual work plans and budgets, will revise and adjust the annual plans and budgets, as necessary. Amendments to the budget will be subject to the approval of the Project Steering Committee. All other matters will be decided by the UNDP Project Team on a daily basis.

The Project Steering Committee will have the following responsibilities:

- Provide overall guidance and direction to the Project;
- Address Project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/ management actions to address specific risks and ensure continued coherence between the implementation and the goals/ objectives of the Project;
- Conduct regular meetings four times per year or to be convened upon necessity;
- Approve the Annual Work Plans, Annual Budgets and Project Progress Reports, prepared by the Project Support Team;
- Assess and decide on Project changes through revisions;
- Propose and approve representatives of other stakeholders to the Steering Committee, if appropriate;
- Sign Project Steering Committee Meeting Minutes, developed by the Project Support, Team within two (2) weeks from the meetings;
- Ensure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including recommendations and lessons learned.

The presence of majority of the Steering Committee members with voting rights (quorum) shall be required for any decision to be taken. The Project Steering Committee decisions shall be made by a simple majority of the members present at the meeting. The Project Manager is responsible for the organization of the Steering Committee Meetings, with the support of the Project Team.

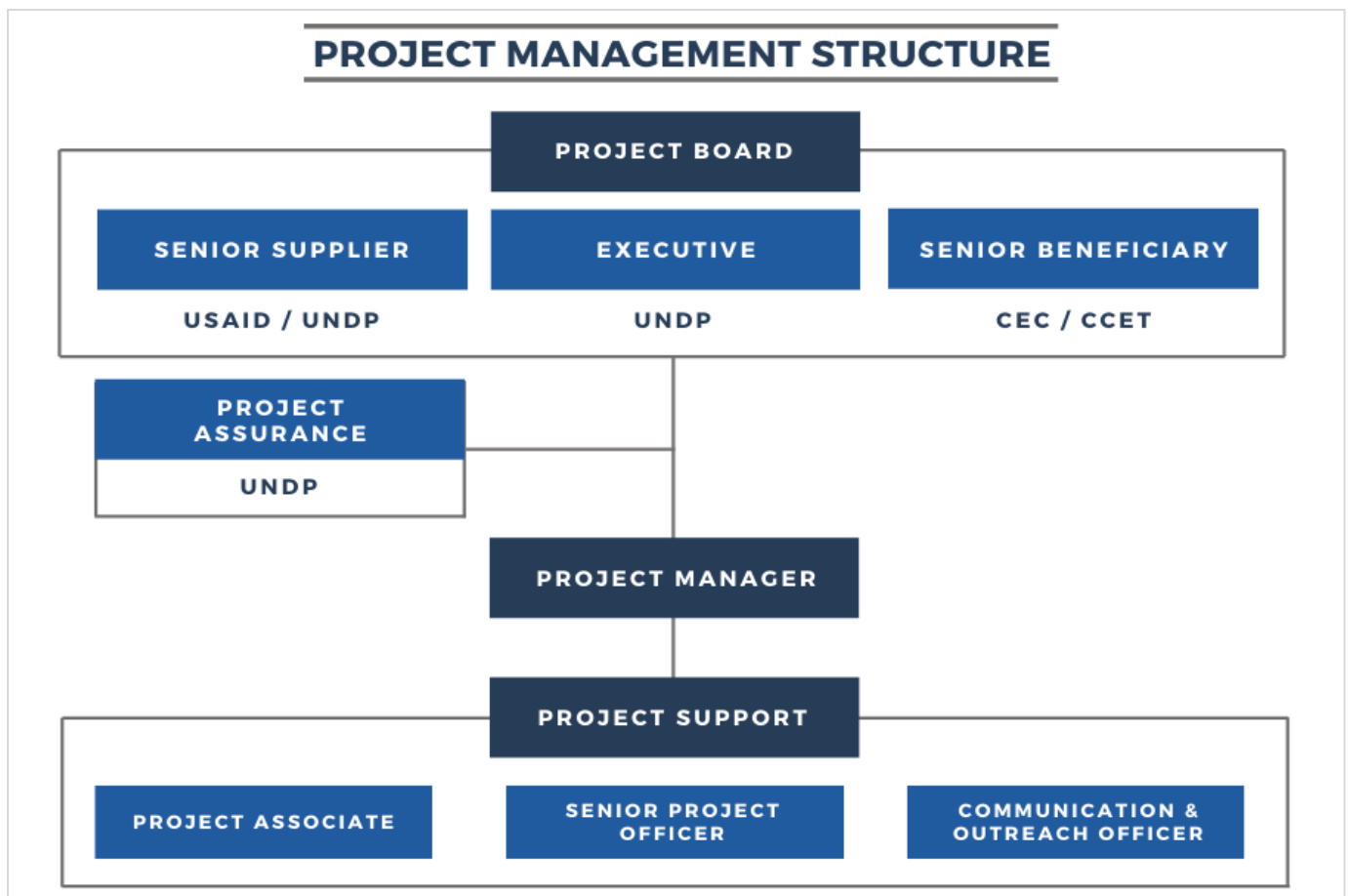
SELECTION COMMITTEES

As the Project envisages grants components, the Steering Committee will decide on the composition of the relevant Selection Committee and criteria for beneficiaries and projects selection. The responsibility of the Selection Committee will be to evaluate project proposals against the selection criteria and make recommendations to the Steering Committee for financing.

The Project will use a flexible mechanism for identification of projects: ongoing collection of expression of interest, identification of projects by partners and/or assign experts and Call for Proposals. The relevant Selection Committees will evaluate all proposals and make recommendations to the Steering Committee for a final decision.

PROJECT TEAM

UNDP will delegate the managerial duties for the day-to-day running of the Project to the **Project Manager**, selected by UNDP through a competitive and transparent selection process. The Project Manager has the authority to run the Project on a day-to-day basis on behalf and within the constraints laid down by the Project Steering Committee. The Project Manager's main responsibility is to ensure that the Project produces the planned outcomes within the specified constraints of time and cost. The Project Manager will be in charge of preparing Progress and Final Reports to be submitted to the Donor(s). The Project Manager is responsible for the implementation of the Monitoring and Evaluation framework. The Project Manager will report directly to the UNDP Effective Governance Cluster Lead. The Project Manager will be supported by the **Project Team** in the implementation of Project activities.



The proposed composition of the Project Team for the extension period is:

Senior Project Officer – will provide technical and programmatic support in achieving Project outputs, more specifically Output 1 and 3, and the overall support to the Project implementation. The Officer will be responsible for ensuring an adequate coordination of activities through high quality planning, coordination and execution to achieve required balance of time, cost and efficiency.

Communication and Public Outreach Officer – responsible for ensuring the fulfilment of the communication and visibility activities related to the Project and for preparation, implementation and oversight of the communication and visibility plan of the Project. The Officer will be also engaged in establishing partnerships with Civil Society Organizations targeted by the Project.

Project Associate – responsible for performing financial, administrative, procurement and other duties related to Project activities. The Project Associate will work under guidance and direct supervision of the Project Manager to ensure smooth running of the Project and provision of services of the highest quality and standards to the project team, UNDP Country Office, as well as national beneficiaries and stakeholders.

Short – term international and local experts – will be involved by the Project Team with the overall purpose to provide technical advisory support for ensuring effective and efficient implementation of the Project results in line with international best practices as well as relevant high-level policy guides.

The short-time national and international specialists will have the responsibility of specialized technical support to the areas required by the Project, such as IT expertise, legal expertise, human rights and gender dimension expertise, capacity building and electoral training expertise, etc.

PROJECT QUALITY ASSURANCE

On behalf of UNDP, the UNDP Effective Governance Cluster Lead and Programme Associate will have the Project quality assurance role by, inter alia, checking the Project performance and products and ensuring that organizational standards and policies are followed in the Project.

LEGAL CONTEXT

This Project Document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Republic of Moldova and UNDP, signed on October 2, 1992 and the Amendment of the same of July 1995. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This Project will be implemented by the UNDP in accordance with the applicable corporate financial regulations, rules, practices and procedures.

RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [Project funds]⁷ [UNDP funds received pursuant to the Project Document]⁸ 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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct Project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the Project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other Project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or Project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to Project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-

⁷ To be used where UNDP is the Implementing Partner

⁸ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

- i. 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;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. 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 the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
- d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the Project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and Projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP Project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the Project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

Special Clauses. In case of government cost-sharing through the Project, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the Project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of Project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [] above is not forthcoming from the Government or other sources, the assistance to be provided to the Project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) 5% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices;

- (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.
- 9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
- 10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

5. REVISION OF THE MONITORING AND EVALUATION AND RESULTS FRAMEWORK

The implementation and monitoring of the Project activities will be carried out by UNDP in accordance with the applicable corporate regulations, rules, directives and procedures to ensure regular feedback on implementation, early identification of potential problems to facilitate timely adjustments to on-going activities. This framework includes M&E arrangements at different stages of implementation and different levels of intervention, aimed at ensuring a more comprehensive evidence of activities planned and results delivered, based on specific qualitative and quantitative data. Also, monitoring efforts, with emphasis on systematic assessment at the Project level, will provide the basis for making decisions and taking actions, and shall provide indispensable information and data for evaluations. Both quantitative and qualitative data will be collected in order to track implementation progress. These data will be disaggregated for gender, youth, people with disabilities, geographic areas (in line with the specifics of Project Outputs) to assess the impact of the Project. This information shall be used to enhance focus on vulnerable groups and ensure that each of them are contributing to and benefiting from the Project interventions.

The Project will be monitored through the following:

- A quarterly narrative and financial progress report capturing inputs, results, challenges and potential required changes;
- A midyear narrative and financial progress report capturing inputs, results, challenges and potential required changes;
- An annual narrative and financial progress report capturing inputs, results challenges and potential required changes.

Specifically, 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.
- An Issue Log shall be developed and updated to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a Risk Log shall be developed and regularly updated by reviewing the external environment that may affect the Project implementation.
- The Risk Log will be regularly updated to capture the emerging risks and suggest the mitigation measures and submitted for the consideration of the Project Steering Committee meetings.
- Based on the above information, Project Progress Reports shall be submitted to the donors and to the Project Steering Committee using the standard report format.
- A Project Lesson-Learned Log shall be developed 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 developed and updated to track key management actions/events.
- 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 for the following year. This review is driven by the Project Steering Committee 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 the outcome.

At the end of the Project:

- Final Project Review Report. A Final Project Review Report shall be prepared and shared with the Project Steering Committee. As minimum requirement, the Final Project Review Report shall consist of the standard format for the Quarterly Progress Report (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.
- Final Project Review. Based on the above report, a final Project review shall be conducted during the fourth quarter of the last year of the Project implementation, to assess the performance of the Project. This review is driven by the Project Steering Committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs and the outcome.

In accordance with UNDP's programming policies and procedures, the Project will be monitored through the following Monitoring and Evaluation Plan:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Cost (if any)
Track results progress	Progress data against the results indicators will be collected and analysed to assess the progress of the Project in achieving the agreed outputs	Quarterly, or in the frequency required for each indicator	Slower than expected progress will be addressed by Project management	Project Management and Quality Assurance costs
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a Risk Log. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by Project management and actions are taken to manage risk. The Risk Log is actively maintained to keep track of identified risks and actions taken.	Project Management and Quality Assurance costs
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the Project.	At least annually	Relevant lessons are captured by the Project team and used to inform management decisions.	Project Management and Quality Assurance costs
Annual Project Quality Assurance	The quality of the Project will be assessed against UNDP's quality standards to identify Project strengths and weaknesses and to inform management decision making to improve the Project.	Annually	Areas of strength and weakness will be reviewed by Project management and used to inform decisions to improve Project performance.	Project Management and Quality Assurance costs
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections	Project Management and Quality Assurance costs

Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual Project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Quarterly, half-year, annually, and at the end of the project (final report)	Project Reports will be drafted by the project management, reviewed for quality assurance purpose, presented to, discussed and approved by the Project Steering Committee, and used for Project progress documentation and decision making.	Project Management and Quality Assurance costs
Project Review (Project Board)	The Project's governance mechanism (i.e., Project board) will hold regular Project reviews to assess the performance and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the Project. In the Project's final year, the Project Board shall hold an end-of-Project review to capture lessons learned and discuss opportunities for scaling up and to socialize Project results and lessons learned with relevant audiences.	The Project Progress Reviews will be organized on a quarterly basis	Any quality concerns or slower than expected progress should be discussed by the Project board and management actions agreed to address the issues identified.	Project Management, Quality Assurance and Project Steering Committee meetings costs

Evaluation Plan

Evaluation Activity	Purpose	Frequency	Expected Action
Regular face-to-face meetings and/or conference calls	To effectively and timely evaluate the progress according to the Work Plan	In the frequency required for each indicator	Slower than expected progress will be addressed by Project management
Stakeholders' consultations	To effectively and timely evaluate the progress according to the Work Plan	In the frequency required for each indicator	Slower than expected progress will be addressed by Project management
In-depth interviews with opinion-makers	To collect data on Project progress at the outcome level	In the frequency required for each indicator	Slower than expected progress will be addressed by Project management
Field visits	To assess the effectiveness of the intervention	Arbitrarily selected activity	Qualitative data on impact
Focus groups	To assess the effectiveness of the intervention	At the end of each civic education programme	Slower than expected progress will be addressed by Project management
Targeted opinion surveys	To assess the trust in election management by Moldovan citizens	Annually	Relevant lessons are captured by the Project team and used to adjust the civic education programmes
Randomized control trial	To assess the effectiveness of the intervention	Annually	Relevant lessons are captured by the Project team

			and used to adjust the civic education programmes
Data collection & analysis	To assess the level of participation in elections of specific group of voters (per locality, age, sex)	After each election	Relevant lessons are captured by the Project team and used to adjust the civic education programmes
Self-assessment	To evaluate the Project progress at the input level (Project Manager)	Weekly, monthly, quarterly	Adjustment of the Workplan
Mid-year assessment	As part of the Project Report, to track the effectiveness of the Project inputs	Mid-year	Adjustment of the Workplan
Annual assessment	As part of the Project Report, to track the effectiveness of the Project inputs	Annually	Slower than expected progress will be addressed by Project management
Grants Management Expert	To monitor and evaluate the grants within the Project	During the grants' implementation and evaluation	Relevant lessons are captured by the Project and used to adjust the civic education programmes
Civic Education Expert	To effectively and timely evaluate the progress within the Output 2	During the Project implementation	Relevant lessons are captured by the Project and used to adjust the civic education programmes
Final Evaluation	To evaluate the Project outputs, outcomes and impact	At the end of the Project	Set of recommendations provided

Final Evaluation of the Project

Evaluation Title	Partners (if joint)	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	N/A	1.1	September 2023	Project's beneficiary institutions, CSOs	24,000 USD Project's budget

RESULTS FRAMEWORK⁹

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: UNDAF 2018-2022 Outcome 1: “The people of Moldova, in particular the most vulnerable, demand and benefit from democratic, transparent and accountable governance, gender-sensitive, human rights- and evidence-based public policies, equitable services, and efficient, effective and responsive public institutions.”										
Outcome 1 indicators as stated in the Country Programme Document 2018 – 2022, including baseline and targets: Indicator 1.1.3. State Register of Voters contains minimum error through the interoperability with the main registers of population Baseline 2016: No Target 2022: Yes Means of verification: Central Electoral Commission Reports										
Applicable Output(s) from the UNDP Strategic Plan: 2.2.2 Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability										
Project Title and ATLAS Project Number: Enhancing democracy in Moldova through inclusive and transparent elections (Project ID 00094503, Project Output 001239086)										
Expected Results (Outcomes & Outputs)	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2020	Year 2021	Year 2022	Year 2023	FINAL	
Outcome: <i>Enhanced integrity, transparency and inclusiveness of the electoral process in Moldova by ensuring a more independent and credible electoral administration and better informed and pro-active citizens</i> Output 1 <i>State Automated Information System “Elections” (SAISE) further advanced</i> Means of verification: <i>CEC Annual Activity Reports (details on SAISE implementation) and E-Day performance reports</i>	1.1. <i>The SAISE Roadmap for Digital Transformation of the electoral management is implemented</i>	<i>CEC SAISE system and official reports</i>	<i>SAISE Development Roadmap in place</i>	2020	<i>SAISE IT network infrastructure - upgraded to meet the requirements of the 2020 Presidential Elections</i>	<i>SAISE Roadmap for Digital Transformation elaborated</i> <i>Technical development of at least 2 (two) new SAISE modules required for the automation of electoral management processes – conceptualized and started</i>	<i>Technical development of at least 2 (two) new SAISE modules required for the automation of electoral management processes – implemented and deployed in the CEC IT ecosystem</i>	<i>SAISE electoral data warehouse and business intelligence application – implemented and used by the CEC, CSOs, academic institutions and mass-media outlets</i>	<i>SAISE Roadmap for Digital Transformation fully implemented</i>	<i>CEC Annual Activity Reports (details on SAISE implementation) and E-Day performance reports;</i> <i>Assessment of the SAISE electoral data warehouse and business intelligence functionalities, performed by CSOs, academic representatives and mass-media.</i> Risk: <i>Unforeseen electoral exercises that may delay the development and implementation of the IT solutions.</i>
	1.2. <i>Performance, responsiveness, and accuracy of the SAISE during elections ensured</i>	<i>EOM reports</i>	<i>SAISE demonstrated an adequate and stable performance during the</i>	2019	<i>SAISE demonstrates an adequate and stable performance during the 2020</i>	-	-	<i>SAISE demonstrates an adequate and stable performance during the 2023</i>	<i>SAISE architecture is sustainable across all electoral cycles and fully compliant with</i>	<i>EOM assessment reports;</i> <i>CEC Post-electoral Assessment Report.</i>

⁹ UNDP publishes its Project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the Project.

<i>functionalities (by CSOs, academic representatives, and mass-media)</i>			2019 Parliamentary and General Local Elections		Presidential Elections			Parliamentary and General Local Elections	international standards	Risks: CEC hardware infrastructure is outdated and hinders the SAISE performance; Government not willing to allocate funds for the development of the SAISE.
Output 2 Civic education and voter information systems strengthened Means of verification: Mapping exercise on new institutionalized civic education programs and initiatives Survey to be conducted following the 2020 Presidential, 2023 Parliamentary, and 2023 General Local Elections	2.1.1. Electoral education in schools institutionalized 2.1.2. Civic participation of Moldovan men and women increased	CEC and CCET Strategic Development Plans for 2020 - 2023	Joint programs on civic education in place and implemented by the CCET in partnership with the Ministry of Education	2019	-	School curriculum on electoral education – agreed with the Ministry of Education At least 15,000 men and women directly engaged by a targeted civic education campaign	Implementation of the school curricula on electoral education – piloted in 20 schools At least 30,000 men and women directly engaged by the targeted civic education campaign	Curriculum on electoral education – implemented in schools at the national level At least 45,000 men and women directly engaged by the targeted civic education campaign	The CEC, CCET and Ministry of Education jointly implement continuous civic and electoral education programs at the national level	CEC and CCET Annual Activity Reports; Data provided by the established networks of teachers and librarians; Risk: Civic education programs perceived by the general public as political activities.
Focus groups and interviews with stakeholders and beneficiaries	2.2. Gradual increase of public knowledge on democratic participation achieved through targeted public outreach campaigns	2019 general population survey on the impact of the CEC/ CCET civic education campaigns	75% of Moldovan voters understand the voting procedure	2019	Campaign on informing citizens on the voting process during the COVID-19 pandemic implemented reaching at least 100,000 indirect beneficiaries	Share of Moldovan voters that understand the voting procedure increased by 3% At least 50,000 direct beneficiaries engaged through voter information campaigns on democratic participation	Share of Moldovan voters that understand the voting procedure increased by 5% At least 100,000 direct beneficiaries engaged through voter information campaigns on democratic participation	Share of Moldovan voters that understand the voting procedure increased by 8% At least 50,000 direct beneficiaries engaged through voter information campaigns on democratic participation	At least 83% of Moldovan citizens have an enhanced understanding of electoral procedures and of the overall democratic process	General population surveys on the impact of the CEC/ CCET civic education campaigns; Qualitative assessment of the voter information campaigns on democratic participation. Risks: Electoral information campaigns perceived by the general public as political activities; Disinformation campaigns might diminish the effects of the voter information activities.

<p>Output 3 Capacity for effective and coherent oversight and monitoring on political party financing strengthened</p> <p>Means of verification: GAP analysis report on the CEC's political parties' finance oversight</p> <p>EOM recommendations for the 2020 and 2023 national elections</p>	<p>3.1.1. The performance and transparency of the "Financial Control" module upscaled</p> <p>3.1.2. Capacities of political parties on reporting using the "Financial Control" module enhanced</p> <p>3.1.3. A network of CSOs monitoring the implementation of the "Financial Control" module in place and functional</p>	<p>Periodic CEC report on political parties' and electoral campaigns' financial reporting</p>	<p>70% of the financial reports are submitted on time</p> <p>50% of the political parties submit their reports using the "Financial Control" module</p>	<p>2020</p>	<p>Technical support for the ongoing maintenance of the "Financial Control" module – provided</p>	<p>Technical support for the upscale of the "Financial Control" module's performance and transparency – ensured</p> <p>At least 5 (five) comprehensive trainings for political parties' representatives on the usage of the "Financial Control" module</p> <p>At least 1 (one) research / assessment of the reported data – ensured by CSOs</p>	<p>Technical support for the upscale of the "Financial Control" module's performance and transparency – ensured</p> <p>At least 5 (five) comprehensive trainings for political parties' representatives on the usage of the "Financial Control" module</p> <p>At least 2 (one) research / assessment of the reported data – ensured by CSOs</p>	<p>Technical support for the upscale of the "Financial Control" module's performance and transparency – ensured</p> <p>At least 10 (five) comprehensive trainings for political parties' representatives on the usage of the "Financial Control" module</p> <p>At least 1 (one) research / assessment of the reported data – ensured by CSOs</p>	<p>95% of the financial reports are submitted on time</p> <p>100% of the political parties submit their reports using the "Financial Control" module</p> <p>At least 4 (four) CSOs are involved in the monitoring of the "Financial Control" module's implementation</p>	<p>Periodic CEC report on political parties' and electoral campaigns' financial reporting.</p> <p>Risks: Unwillingness of political parties to adequately use the online reporting platform.</p>
	<p>3.2. Roadmap for the scale up of the political parties' financing and reporting oversight implemented</p>	<p>CEC Strategic Development Plan for 2020 – 2023</p>	<p>No Roadmap available</p> <p>No dedicated CEC human resource available</p>	<p>2020</p>	<p>-</p>	<p>GAP analysis for the scale up of the Economic and Financial Department of the CEC - elaborated</p>	<p>Roadmap for the reform of the political parties' financial reporting oversight – elaborated in consensus with political stakeholders and civil society</p>	<p>Implementation of the political parties' financial reporting oversight reform - supported</p>	<p>Effective oversight of the political parties' and electoral campaigns' financing - ensured</p>	<p>CEC Annual Activity Reports;</p> <p>Monitoring reports elaborated by CSOs.</p> <p>Risks: Unwillingness of the political stakeholders to achieve a consensus and implement the reform.</p>
<p>Output 4 Legal and regulatory framework improved by responding to the EOM recommendations</p> <p>Means of verification: EOM reports and recommendations</p> <p>Decisions of the Moldovan Parliament</p>	<p>4.1. Harmonized electoral legal framework complying with international standards</p>	<p>Electoral Code EOM reports from the last three electoral cycles</p>	<p>Existing ambiguities in the Electoral Code highlighted in the EOM reports</p>	<p>2019</p>	<p>-</p>	<p>Comprehensive review of the electoral legal framework – initiated based on EOM recommendations and supported by a consultative platform</p>	<p>Proposals for the revision of the electoral legal framework – elaborated, consulted with electoral stakeholders and approved by the Moldovan Parliament</p>	<p>Comprehensive review of the electoral legal framework – supported by a consultative platform</p>	<p>The Moldovan electoral legal framework is improved, and critical ambiguities are eliminated, in line with international standards and EOM recommendations</p>	<p>CEC Annual Activity Reports;</p> <p>EOM reports; Decisions of the Moldovan Parliament.</p> <p>Risk: Unwillingness of the political stakeholders to achieve a consensus and amend the Electoral Code.</p>

RISK ANALYSIS

Project Title: Enhancing Democracy in Moldova through Inclusive and Transparent Elections						Award ID: 00094503		Date: July 2020	
Description	Date Identified	Type	Impact & Probability 1 (low) 5 (high)	Countermeasures / Mgmt response	Owner	Submitted by	Last Update	Status	
Rapid changes in the environmental context and in the national priorities due to COVID-19 pandemic	July 2020	Social and Environmental	I = 4 P = 3 Changes of priorities at the national level may divert in delays in the proper Project initiation and implementation.	The initiation phase will be used for the revision of the Project timelines to be discussed and agreed by the Project Board. Virtual and remote methods and safeguarding procedures for monitoring, stakeholder engagement, on-line capacity building events, etc. will be used. Weekly risk monitoring and assessment of changing context will be performed by the Project Team, as well as a By-weekly updates to the donors in case the COVID continues.	Government National Partners UNDP	UNDP	July 2020	VALID	
Potential diversion or delays of funding sources due to COVID-19 response	July 2020	Financial	I = 4 P = 4 Might significantly affect the implementation of the Project.	UNDP will allocate own resources to fill the critical finance gaps (such as for the staff retention) and will continue resource mobilization efforts.	Development Partners UNDP	UNDP	July 2020	VALID	
Postponement or cancellation of the 2020 planned Presidential Elections	July 2020	Political	I = 1 P = 4 Elections might be postponed in case the COVID-19 pandemic continues.	The Project Workplan will be adjusted to postpone activities planned as support to the CEC in conducting the elections - IT support and voter information to the new date of elections	Parliament National Partners	UNDP	July 2020	VALID	
Government impasse and/or deterioration of the political situation leading to unplanned electoral events	July 2020	Political	I = 3 P = 2 May divert attention from strategic development goals of CEC. Might lead to delays in the Project implementation.	The Project Workplan will be adjusted and discussed by the Project Board to provide effective assistance to CEC/CCET in the organisation of the snap elections (IT support, voter information).	Government Parliament	UNDP	July 2020	VALID	
Change of the Electoral System	July 2020	Political	I = 4 P = 1	The Project Board will be informed and advised on options for the adjustments in the Project Workplan.	Parliament	UNDP	July 2020	VALID	
Lack of political will to continue the electoral law reform	July 2020	Political	I = 3 P = 2	The Project will engage in high level advocacy, also calling on international resources like ODIHR	Government	UNDP	July 2020	VALID	

			If the electoral law reform is not continued, the credibility of the elections results might weaken, while new electoral processes will not be possible.	and International IDEA, as well as international development partners within Moldova.				
Unwillingness of the Development Partners to support the Government due to inconsistencies and/or deterioration of the political situation	July 2020	Financial Operational	I = 5 P = 2 Might lead to stopping the Project, putting it on hold or decrease of the budget.	The Project's open phases will be finalized, previous commitments fulfilled. The Project Board will decide on the actions to be taken.	Development Partners	UNDP	July 2020	VALID
Changing of the CEC's priorities might not be in line with the Project's objectives and plan.	July 2020	Political	I = 3 P = 3 Might slowdown the Project implementation or require re-design or cancellation of some activities.	The Project will need to engage a short-term international elections expert to advise the CEC's leadership on the appropriate course of action and will engage the partners into the policy dialogue with the CEC if a critical need appears.	CEC	UNDP Partners	July 2020	VALID
Worsening of the CEC reputation due to politically biased decisions, lack of understanding of the CEC's role and mandate, or misinformation of the public	July 2020	Political	I = 5 P = 4 Might affect the reputation of the Development Partners and UNDP.	The Project will have the full-time Public Outreach and Communication expert capacity to advise the CEC on effective communication with citizens, mass-media, political parties and other stakeholders.	CEC	UNDP	July 2020	VALID
High staff turnover in the national partners institutions	July 2020	Organizational	I = 2 P = 2 Might slow down the Project implementation and would require additional capacity building activities with the new staff.	The Project will provide non-material incentives for staff to stay (training and other capacity development activities) and will ensure the availability of guidance and SOPs and other project deliverables to all staff, as well as will build group capacities on specific issues.	UNDP National Partners	UNDP	July 2020	VALID
Lack of absorption capacity	July 2020	Organizational	I = 2 P = 2 Might slowdown the Project implementation	The Project will prioritize the activities in consultation with the Project partners and will agree upon an accelerated implementation plan.	UNDP National Partners	UNDP	July 2020	VALID
Uncertainties or constraints around planned M&E activities due to restricted movement and safety measures (COVID-19)	July 2020	Organizational Monitoring	I = 3 P = 2	The Project will adjust the M&E Plan to the existing environmental and social context and will apply remote methods and safeguarding procedures.	Project Executive	UNDP	July 2020	VALID
Inadequate Management of the Project	July 2020	Operational	I = 1 P = 1	UNDP holds adequate management and organizational	Project executive	UNDP	July 2020	VALID

		Internal Control		capacity to effectively and efficiently achieve the set targets and objectives.					
Inadequate Monitoring and Reporting on results	July 2020	Operational Internal Control	I = 1 P = 1	The Project includes financing of Project Manager and costs for quality assurance from the UNDP Country Office staff.	Project executive	UNDP	July 2020	VALID	
Inadequate Procurement Processes	July 2020	Operational Internal Control	I = 1 P = 1	UNDP has international standards capacity and skills, well established business processes for procurement. Procurements will be done by UN rules in a transparent manner.	Project executive	UNDP	July 2020	VALID	
Delays in procurement procedures due to lack of qualified or affordable offers - limited markets	July 2020	Operational Internal Control	I = 4 P = 3 Might slowdown the Project implementation.	The Project will adjust the procurement requirements and will access the international markets, if needed.	Project executive	UNDP	July 2020	VALID	
Risk of corruption	July 2020	Operational Internal Control	I = 1 P = 1	UNDP has international standards rules and procedures to ensure maximum impartiality, transparency and accountability, as well as report on and curb any form of possible corruption.	Project executive	Project executive	July 2020	VALID	
Inadequate audit processes and financial control	July 2020	Operational Internal Control	I = 1 P = 1	UNDP has adequate local and corporate auditing and financial control capacities. Internal (corporate) audit from 2018, showed "internal controls, governance and risk management processes are adequately established and functioning well".	Project executive	Project executive	July 2020	VALID	
Inadequate ownership and failure to sustain results	July 2020	Operational Internal Control	I = 1 P = 1	UNDP will employ a Direct Implementation Mechanism for the Project, whereby UNDP is in charge for the Project planning, management and control. UNDP will chair the Project Board and all national partners will be invited to join the Project Board to ensure that intervention assistance is assimilated and integrated into existing organizational and functional structures of the CEC, CCET and other stakeholders.	UNDP	UNDP	July 2020	VALID	

ANNEXES:

1. Multi – Year Workplan (2020 – 2023)
2. Terms of Reference of the Project Steering Committee
3. Terms of Reference of the Project Team