

Project Document

United Nations Development Programme (UNDP)

Country: Republic of Moldova

Project Title	Strengthening the corruption prevention and analysis functions of the National Anticorruption Center (NAC)
UNPF Outcome:	Outcome 1.1 - Institutional Strengthening: Increased transparency, accountability and efficiency of central and local public authorities
Expected CP Outcome(s):	Output 1.1.1 - A modernized public administration system is capacitated to effectively and efficiently develop, budget, implement and monitor evidence based policies in support of the country's national priorities and European integration objectives Output 1.1.3 - Local Public Authorities have increased capacity and resources to exercise their functions including in better planning, delivering and monitoring services in line with decentralization policies
Expected Output(s):	# 1: Strengthened NAC's operational and institutional capacity to fulfill its prevention and analytical functions # 2: Strengthened NAC's capacity to implement corruption prevention actions as per national and international strategic documents # 3: Strengthened NAC's capacity to perform corruption analysis as per national and international strategic documents
Executing Entities:	UNDP Moldova
Implementing Agencies:	The National Anticorruption Centre of the Republic of Moldova

Brief Description

The goal of the project is to strengthen the institutional and operational capacities of the National Anticorruption Centre of the Republic of Moldova for ensuring effective implementation of its prevention and analytical functions in line with the strategic policy documents, such as Moldova 2020, National Anticorruption Strategy and the National Action Plan for the implementation of the EU-Moldova Association Agreement (AA), as well as with the international standards. The project will enhance the capacities, independence and empowerment of the NAC to effectively prevent corruption and to develop and implement evidence-based corruption prevention policies. The project will support also the development of accountability and transparency mechanisms and strengthening of integrity of NAC through establishing a platform for cooperation with Civil Society Organisations in order to increase citizens' trust in governance.

Programme Period:	2015-2017
Country Programme Component:	
Atlas Award ID:	_____
Start date:	July 2015
End Date:	December 2017
PAC Meeting Date	_____
Management Arrangements	

Total resources required	\$ 1,636,395.00
Total allocated resources:	
• Regular	
• Other:	
• Norwegian MFA	\$ 1,636,395.00
In-kind Contributions:	
• UNDP	\$ 12,000.00
• NAC	\$ 30,000.00

Agreed by (Government)

Agreed by (UNDP):

GLOSSARY

CAU - Corruption Analysis Unit

CSO – Civil society organization

DLAP – Division on Legislation and Anticorruption Proofing

ENPI - European Neighborhood Policy Implementation report

GDPC - General Division for Preventing Corruption

JSRS – Justice Sector Reform Strategy 2011-2016

MFA – Ministry of Foreign Affairs

M&E Plan – Monitoring and Evaluation Plan

NIC - National Integrity Commission

NAC - National Anticorruption Center

NAP - National Action Plan for the implementation of the EU-Moldova Association Agreement (AA)

NAS - National Anticorruption Strategy

NGO – Non-governmental organization

NIM – National implementation mechanism

NOK – Norwegian Krone

PSC – Project Steering Committee

PST – Project Support Team

SBAA – Standard Basic Assistance Agreement

ToT – Training of trainers

UN – United Nations

UNDP – United Nations Development Programme

USD – United States Dollar

I. SITUATION ANALYSIS

The phenomenon of corruption undermines the political stability, society's confidence in political system, rule of law, economic development, foreign investment and European integration of the Republic of Moldova, has a negative impact on quality of people's life and fulfilment of human rights. Indeed, corruption destroys opportunities and creates rampant inequalities. It undermines human rights and good governance, corroding rule of law, democratic institutions and public trust in leaders and public institutions; it stifles economic growth and aggravates environmental problems.

Corruption remains a major issue in Moldova, especially rampant in the judicial system, customs, public procurement, education and social and health sectors. Anticorruption measures have been put in place, but have not brought visible results.

Various international rankings testify the high levels of perceptions of corruption in Moldova. Corruption in the Republic of Moldova as one of the major impediments for development was confirmed by the participants in the National Consultations on post-2015 Development Agenda carried out in 2013.¹ The perceptions of people are perfectly in line with the low scores Moldova receives for these aspects in most of the international rankings. The Corruption Perception Index of Transparency International for Moldova was 35 in 2014 (same as 2013) on a scale of 0 (highly corrupt) to 100 (very clean), meaning the 103rd place out of 175.²

Wide-spread corruption undermines the trust of citizens in the public institutions. As per the public opinion surveys carried out semi-annually by the Institute of Public Policies in Moldova,³ the dramatic decrease in the public trust to Government, parliament and the Judiciary had been recorded in spring 2015 after a major corruption case in the banking system had been made public:

Level of trust in	April 2014			November 2014			April 2015		
	General	Men	Women	General	Men	Women	General	Men	Women
Government	28%	27%	28%	28%	27%	29%	12,8%	13,4%	12,3%
Parliament	22%	22%	22%	24%	23%	25%	11,3%	11,8%	10,7%
Judiciary	22%	22%	21%	23%	22%	23%	14,6%	15%	14,3%

EU repeatedly stated that corruption remains a major problem potentially producing risks for the implementation of the Association Agreement (AA) which tied up the government of the Republic of Moldova to improve method to combat and prevent corruption.⁴ The European Neighborhood Policy Implementation report 2013 suggests that Moldova shall intensify anticorruption efforts at all levels, particularly by ensuring full functioning of the National Anticorruption Centre (NAC), with regards to both combatting and preventing corruption. The European Neighborhood Policy Implementation report 2014 stated that the recommendation of full independence of NAC has not happened as NAC is still answering to the government rather than to parliament.⁵ The *"Briefing Book from Development Partners"* offered by the development community as a first step in the

¹ Final Report on post-2015 Agenda Country Consultations in the Republic of Moldova, http://www.md.undp.org/content/dam/moldova/docs/Publications/UNDP_MD_Post2015Report_Eng.pdf

² Transparency international Corruption Perception Index in 2014, <https://www.transparency.org/cpi2014/results>.

³ April 2014: http://ipp.md/public/files/Barometru/Brosura_BOP_04.2014_prima_parte_final-rq.pdf; November 2014: http://ipp.md/public/files/Barometru/Brosura_BOP_11.2014_prima_parte-r.pdf; April 2015: http://ipp.md/public/files/Barometru/BOP_04.2015_prima_parte_finale.pdf

⁴ EU – Moldova Association agreement, http://eeas.europa.eu/moldova/pdf/eu-md_aa-dcfta_en.pdf.

⁵ The European Neighborhood Policy Implementation Report 2014, http://eeas.europa.eu/enp/pdf/2015/enp-regional-report-eastern_partnership_en.pdf.

development of a policy dialogue with the new Government, has enlisted as immediate reform the necessity to prosecute openly high-ranking officials charged with committing corrupt practices and that all representatives of government must publicly commit to transparency and integrity by full functionality and efficiency of internal anti-corruption mechanisms and units (particularly the National Anti-Corruption Centre.)⁶

The Government, acknowledging the need to fight corruption, adopted the National Anticorruption Strategy (NAS) in 2012⁷, which is implemented by two years of action plans⁸. Anticorruption measures strongly feature in other major strategic policy documents, such as Moldova 2020,⁹ Justice Sector Reform Strategy (2012 – 2016) and its Action Plan¹⁰ and the National Action Plan for the implementation of the EU-Moldova Association Agreement (AA).¹¹

The NAS is the main anticorruption policy document currently applied at the national level. The NAS elements are aiming at improving legal framework and ensuring the enforcement of legislation; corruption prevention in public institutions and political process. NAS highlights the priority of prevention measures aiming at removing or neutralizing causes and conditions which generate or encourage corruption and the principle of cooperation with the civil society and international bodies and contributing to creation of “zero tolerance” environment towards corruption in the Republic of Moldova¹². However NAS was partly implemented recording delays also due to reduced capacities, resources and lack of tools to implement corruption prevention and analysis functions.

In line of these strategic documents there have been several amendments to the legal framework, including laws revising the asset and conflicts of interest declarations as well as the Law on the National Integrity Commission (2011); the cancellation of judges’ immunity for corruption¹³; the securing of the independence of the National Anti-Corruption Centre in 2012¹⁴ (reversed in 2013); integrity testing of civil servants (2013)¹⁵ and the special provisions on illicit enrichment, extended confiscation and regarding more severe sanctions for corruption offences. However, policy implementation remains unsatisfactory.

The National Anticorruption Centre of the Republic of Moldova is a central public administration institution. The Centre has the following responsibilities: prevention, investigation and counteraction of corruption and corruption related offences and crimes, as well as acts of corruptive behavior; carrying out anticorruption expertise of drafts of normative acts and other legislative initiatives presented in the Parliament, ensuring the corruption risks assessment within public authorities through training and consultation, monitoring and analysis of data on corruption risks assessment and coordinating the development and implementation of integrity plans, integrity testing activities and establishing bi- and multilateral relations with similar agencies abroad. Accordingly, the key roles in NAC's structure are carried out by two General Directorates - GD for prevention and GD for combating corruption. Additionally, the Service for Preventing and Combating Money laundering acts as a body with a special destination within the domain of

⁶ The briefing book from development partners of Moldova, http://www.wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2015/03/25/000333037_20150326093947/Rendered/PDF/952500W_P00PUBLOBriefingBook0english.pdf.

⁷ Parliamentary Decision 154, of 21 July 2011, to adopt the National Anti-Corruption Strategy 2011-2015.

⁸ Parliamentary Decision 76, of 16.05.2014 to approve the Action Plan for 2014–2015 to implement the National Anti-Corruption Strategy 2011–2015.

⁹ <http://cancelaria.gov.md/lib.php?l=en&idc=435&nod=1&>

¹⁰ <http://www.justice.gov.md/#idc=420&>

¹¹ [http://www.mfa.gov.md/implementarea-aa/-](http://www.mfa.gov.md/implementarea-aa/)

¹² Strategia națională anticorupție pe anii 2011-2015, http://www.cna.md/sites/default/files/snadoc/hp_154_sna_2011-2015_0.pdf.

¹³ Law 153, of 5 July 2012, introducing amendments and completions to certain legislative acts.

¹⁴ Law 120, of 25 May 2012, introducing amendments and completions to Law on the National Anti-Corruption Center, 1104/2002, 6 June 2002.

¹⁵ Law 325, of 23 December 2013, on professional integrity testing.

preventing and combating money laundering and financing of terrorism, with the statute of an independent directorate within the National Anticorruption Centre.

NAC has a well-defined mandate for the prevention of corruption and is the institution responsible for the coordination of the implementation of the National Anticorruption Strategy (2011 - 2015). The Centre has organizational, functional and operational independence within the law and is independent in developing its work plan and in fulfilling its duties. The NAC is organizationally and institutionally qualified to lead on corruption prevention measures across the public sector and beyond.

It has managed to achieve particular results under the task – increase in the imposing of sentences for corruption crimes, in sentencing to real jail time, in deprivation from the right to hold certain positions or in building public trust in line with an increase in active corruption reporting by civil servants. On the other hand, NAC faces several challenges. Most of the cases target low and medium-level officials, which triggered accusations against NAC for avoiding high level culprits. Only a continued and solid track record of successfully prosecuting high level cases will decrease the general skepticism of the public towards such investigations.

It is commonly recognised that coordinated and efficient corruption prevention measures are more effective than fighting with the consequences of the phenomena and are essential for increasing long-term public confidence in the state's ability and willingness to promote and implement the political, economic and social reforms for the benefit of the citizen. "It is often easier to get various stakeholder groups to support preventive measures ... rather than specific measures designed to fight corruption."¹⁶ Anticorruption bodies have to design, implement, coordinate and supervise anticorruption policies, as well as disseminate knowledge about corruption prevention, and in order to do so, they need to have adequate capacities.

While corruption prevention and analysis are priorities for NAC according to its Strategic Plan, the capacities of the institution in these areas are still underdeveloped for the appropriate implementation of the function as highlighted also in the 2014 NAC Annual Report. The total staff of the NAC is at 350 employees. The Institutional development of the NAC has suffered so far because of a number of re-organizations that have not given the time to consolidate processes and operating procedures.

The project will address the capacity issue in the context of the need for a systemic prevention of corruption by the NAC, with a particular focus on the Corruption Prevention Directorate (CPD) and Corruption Analysis Unit (CAU) of the Centre.

The **General Division for Preventing Corruption (GDPC)** carries out the mission to prevent corruption and to develop strategic policies with the aim to curb this phenomenon, and performs several core functions: assists other organizations in carrying out corruption risk assessments; performs the review of legislation in order to identify weaknesses that may open doors to corruption (corruption proofing), deals with awareness raising and training activities, performs integrity testing and develops cooperation between the Centre, similar structures abroad and international organizations. The Directorate has 40 officers. While measurable achievements can be traced in all the functions that are carried out, there is also space for improvements. There is a visible need to step up in the promotion of socially oriented preventive measures: public awareness, including through education, public trust, and public demand and support. At the same time, it is necessary to intensify the process of increasing transparency in some areas which are of crucial importance for the fight against corruption, such as the public procurement, declarations of

¹⁶ Prevention: An Effective Tool to Reduce Corruption. UNODC, Global Conferences against Corruption: Conferences. Vienna, 1999, p.7-8.

incomes and assets, incompatibilities and corruption risk assessment in public institutions (the implementation of integrity plans).¹⁷

The Corruption Analysis Unit is a structural subdivision within the central apparatus of the NAC, currently comprising 10 staff members. The Unit is subordinated to the Director of the Centre. The mission of the Division is to conduct multilateral analysis of the models, trends and criminal situation on corruption offences, corruption related offences, as well as on acts of corruptive behaviour. The division performs strategic and operational analysis.

CAU has been established at the NAC in 2013 as a result of the institutional reform to consolidate the function that were scattered across various departments in the previous structure. This change had been informed by the NAC Institutional Development Plan that stated: "Any effective anticorruption effort for preventing or combatting corruption requires sound analysis and understanding of the phenomenon. Therefore, the NAC analysis capacity is expected to be strengthened under operational, statistical and strategic aspects." Considering its novelty and the broadness of understanding of the corruptin phenomenon, the unit is in need of capacity development and expert support.

The **Project Proposal** has been developed by UNDP to meet the NAC request for support in the area of prevention and analysis of corruption. UNDP has a long standing partnership with NAC and its predecessor (the Centre for Combating Economic Crime and Corruption (CCCEC)). In 2010 UNDP supported the capacity assessment of the CCECC utilizing its corporate developed methodology, and the lessons learned through the implementation of the recommendations were applied for the development of the NAC structure that we see today.

In 2013 the UNDP Country Office supported carrying out of a Self-Assessment of the Implementation of Chapter 2 of the UN Convention Against Corruption (dedicated to prevention of corruption); the assessment brought together the relevant stakeholders in order to engage them in the assessment process. The report highlighted several gaps in the implementation of prevention of corruption systems and informed the development of this project. In the coming years Moldova will be subject for the dedicated Review of the implementation of UNCAC Chapter 2 (Prevention), and the project will contribute, among others, to preparations for this exercise.

As a follow up to the assessment, the UNDP in Moldova developed its overall strategy for enhancing prevention of corruption in the country. The strategy contains three major pillars:

- 1) Developing the capacities of the main corruption prevention institutions (the NAC and the National Integrity Commission);
- 2) Enhancing prevention of corruption systems and mechanisms as well as transparency, accountability and open data within the broader public administration (through working in specific sectors) and at the local level;
- 3) Enhancing the demand side for anti-corruption, promoting civil society and local community engagement and capacity including through the utilization of innovative IT tools and social innovation approaches.

The UNDP in Moldova is pursuing this strategy through a series of coordinated approaches, also in cooperation with the UNDP Regional Hub for ECIS, including the following:

- 1) Project supporting the NIC

¹⁷ Policy Brief with the title: Speeding up Moldova's EU integration process through progress in the field of anticorruption; Lessons learned from Croatia: EU-Moldova Think Tank Dialogue <http://eumoldovadiologue.eu/speeding-up-moldovas-eu-integration-process-through-progress-in-the-field-of-anticorruption/>

The objective of the project “Strengthening Capacity of the National Integrity Commission of the Republic of Moldova” (2014-2015) is to contribute to strengthening the capacity of the National Integrity Commission (NIC) so that this institution becomes able to ensure integrity, transparency and objectivity in the context of the national corruption prevention efforts in the Republic of Moldova. As a result, the NIC will evolve into an effective corruption prevention institution as a strong part of the national anti-corruption system in the Republic of Moldova contributing to establishing a modernized public administration system characterized by increased transparency, accountability and efficiency.

2) Anti-corruption in Education (Crowdsourcing)

The project “Youth for Transparency in the Education/Youth against Corruption in the Education” (2013 –2015) aimed at empowering youth to become co-producers of viable anticorruption solutions in the education system in the Republic of Moldova. The project was implemented in 22 high-schools from 20 rural communities from all geographical areas of the Republic of Moldova (except Transnistria) and was complementing a broader community mobilization for empowerment process supported by the UNDP’s Joint Integrated Local Development Programme. Crowd-sourcing youth’s opinions and understanding of various aspects of corruption in the education system, through discussions, consultations, and games, the project *enable youth to generate solutions for tackling corruption in education system*. The school management, teachers, parents, etc, were part of the process, which resulted *in concrete viable solutions to tackle corruption in education that will be prototyped to test their feasibility*.

3) Regional Initiative in the Western CIS for transparency and accountability at the local level

Through the regional project “Promoting integrity and anti-corruption at the local level in the Eastern Partnership Area” the UNDP in cooperation with the Romanian NGO Partners Foundation for Local Development (PFLD) will support anti-corruption, transparency and accountability efforts in selected municipalities in Armenia, Belarus, Georgia, Moldova and Ukraine. With the right leadership, approach and assistance, the cities the Methodology promoted by this Project will succeed to provide services effectively to citizens with particular attention to disadvantaged groups, the poor, and those living in rural areas.

4) Open data regional initiative

The UNDP project Open Data for the ECA region established on regional level focuses on the development of a network of government officials, NGOS’s representatives and citizens/ activists working on open data and promoting open data policies, creating of web page of the Network and Newsletter; organization of a conference for the OD4D in the ECA region, in order to take stock of the progress in the countries of the region and promote further engagement at the political and technical level and providing small grant to local NGOs and technical assistance for the development of open data portals.

This project, supporting the main anti-corruption agency in the country will constitute a fundamental pillar for the implementation of the overall UNDP anti-corruption approach in line with regional initiatives; the project will be integrated with and will benefit from the mentioned initiatives as explained in the next section.

SCOPE AND STRATEGY

The United Nations – Republic of Moldova Partnership Framework 2013-2017 (UNPF) and the UNDP Country Programme Document (CPD) for the Republic of Moldova (2013-2017) highlights the need for continuous support in combating corruption, establishing efficient corruption prevention mechanisms with a particular focus on transparency and accountability of central and local authorities (*Outcome 1.1 - Institutional Strengthening: Increased transparency, accountability and efficiency of central and local public authorities*). The project is in line with the UNPF and CPD

objectives and will contribute to the achievement of the planned results within the current cycle of the UN – Republic of Moldova cooperation.

Strengthening of the National Anticorruption Centre and counteracting corruption are also part of the recommendations of the National Development Strategy Moldova 2020, which is focused on fighting corruption as one of the 7 development goals¹⁸. This project is also in line with the National Anticorruption Strategy 2011-2015 and the Action Plan.

Effectively preventing and combating corruption is also one of the conditions for European integration, which was set as the country's priority. The project will continuously support the National Anticorruption Centre in strengthening its capacities in-line with the institutions' development plans, as well as to ensure that the planned actions are on track and the resources are utilized efficiently. The project will focus on the practical implementation of the planned actions with tangible and visible results both for the target groups involved and the broader public. The project will also address activities that are equally important for a steady progress in the implementation of the NAS, and capacity building of the NAC, but had not received a relevant attention yet. Among these are capacities needed for strengthening the analytical work, for quality performing risk assessments in various priority sectors (for example, public procurement), for ensuring a system for whistleblower protection, engagement with citizens through anticorruption education and public awareness, etc.

The project **Development Goal:** Democratic Governance in the Republic of Moldova improved through a strengthened institutional capacity to prevent corruption and resulted in an increased public trust in government.

The overall project **Objective:** to contribute to the effective prevention of corruption, by means of improved and innovative mechanisms facilitating corruption risk assessment, corruption proofing of draft legislation, integrity testing and public awareness raising to foster zero-tolerance towards the phenomenon.

The project seeks to catalyze the emergence of the strongest possible national anticorruption institution, the *National Anticorruption Centre (NAC) and to strengthen its corruption prevention and analysis functions* in order to maximize their impact. On the one hand the project will build the capacities, independence and empowerment of this institution in corruption proofing as well as mainstreaming zero-tolerance, on the other hand it will support the mainstreaming of prevention of corruption practices throughout the public administration. The project, while focusing on the NAC, will seek to engage all the stakeholders at the national level, including public institutions, civil society, media and businesses. Particular attention will be given to engaging youth and women.

To achieve the above targets the project will have 3 major **outputs:**

- 1) Strengthened NAC's operational and institutional capacity to fulfill its prevention and analytical functions
- 2) Strengthened NAC's capacity to implement corruption prevention actions as per national and international strategic documents in coordination and cooperation with other public institutions and CSOs
- 3) Strengthened NAC's capacity to perform corruption analysis as per national and international strategic documents

¹⁸ Moldova 2020, <http://www.cancelaria.gov.md/lib.php?l=en&idc=435>.

There is a critical need for developing the *capacity of the institution and its staff, cascading to the entire civil service, meaning strengthening their knowledge and skills, and also the endowment with the modern equipment and e-tools*. The project will address NAC's capacity development needs with regards to its prevention and analysis functions according to the assessment of the needs of the institution (see activity 1.1.). As recommended by experts, the support will also include elements dealing with the needs for internal organizational strengthening (rules and procedures). Specific efforts will be made towards strengthening the institutional capacities for effective communication and coordination with other relevant institutions and will include e-based solutions and development of software for consolidated information and easy access to data. The project's efforts will also include modalities for building the capacity of NAC to support and monitor the establishment of social accountability systems.

The project will also aim to develop mechanisms for the effective prevention of corruption within the broader public administration, including at the local level. To this aim, the process of evaluation of the current anti-corruption strategy (2011 – 2015) and of development of a new strategy will be of utmost importance. The Project will ensure support for engaging stakeholders and consultation initiatives. In line with UNDP's strategic priorities, the provision of policy support for the preparation of the new Anti-Corruption Strategy will focus on sharing of knowledge and experiences of tackling the problem of corruption through stronger democratic governance lens, including improved citizen's voice, promotion of the rule of law and transparency and accountability at all levels.

UNDP will help NAC to align the new Strategy with the challenges identified and will offer innovative practices and tools that can be considered *ex-ante* for integration in the planning, implementation and monitoring and evaluation phases of the process. In addition, in the process of evaluation of the current strategy and development of the new one, particular attention will be paid to fostering meaningful engagement and consultations with the different sectors and actors of society, including civil society and private sector.

In relation to the implementation of the anti-corruption strategy, the project will support the carrying out of sectorial **assessments of corruption risks**, covering services particularly relevant for human development such as health or education, or processes prone to corruption across the public administration, such as human resources and public procurement. The project will also initiate corruption risk assessment in the local public administration, starting with the Chisinau municipality. Corruption risk assessment at both central and local public administration will result in the elaboration of the Integrity Plans addressing the gaps identified under the NAC and the project methodological support and guidance. The assessments and related recommendations will also aim at informing policies for prevention of corruption and prioritizing initiatives as well as at identifying areas for enhanced need of engagement of the NAC.

The project will aim to create **accountability mechanisms**, where citizens organize and mobilize to evaluate or audit the government's performance and policy decisions. The project rests on the premise that when government officials are watched and monitored, they feel greater pressure to respond to their constituents' demands and have fewer incentives to abuse their power. The project will focus on developing the necessary social media, web2.0 and mobile phone technology for citizens to report and voice their concerns on pressing issues related to public services and social accountability. The project will also play an essential role to stimulate debates amongst citizens, civil society organisations and the public services. Attention will be given to enhancing cooperation between the E-governance centre and the NAC for the implementation of e-government, open government and open data initiatives; building on the work done by the E-governance centre the NAC will promote capacity development of the line ministries and various national institutions for the implementation of open government and open data principles.

Key UN values, principles and approaches, such as the **human rights based approach and gender issues** will be incorporated throughout the project implementation within every project's component. In particular, a gender equality perspective will be also mainstreamed throughout the project, by ensuring the collection and interpretation of gender and disaggregated data and conducting **gender analysis** to better inform anti-corruption policies/initiatives implementation. The programme will promote women's access to decision making positions in public administration and will provide analysis of gendered differences in impact of corruption. The project will specifically address the gendered effects of weak transparency rules and corruption within the public administration and analyse their impact on civil servants' career progress. It will also advocate for the development of gender sensitive transparency and anti-corruption policies.

The direct target group of the project is the management and staff of the NAC's Corruption prevention Directorate and Corruption Analysis Unit and managers and staff from other relevant units of the institution. Indirectly other public sector institutions, mass-media and the Civil Society Organisations working in anticorruption area and the national expert community will be targeted.

The overall beneficiaries of the project will be all citizens of Moldova who will benefit from the enhanced corruption prevention efforts to result in curbing corruption in the country

II. PROJECT COMPONENTS AND ACTIVITIES

The proposed overall Project goal and objectives will be achieved with the implementation of the following three project components:

Output 1. Strengthened NAC's operational and institutional capacity to fulfill its prevention and analytical functions

NAC is facing a number of challenges, including those related to weak institutional and staff capacity to efficiently execute the institutional mandate as a corruption prevention body and implement the activities assigned to it by the main national strategic documents, namely the National Anticorruption Strategy Action Plan and the Action Plan for the implementation of the European Union – Republic of Moldova Association Agreement (AA).

To address these priority issues the project will implement the following activities:

Activities:

1.1. Capacity and training needs assessment of the NAC corruption prevention and analysis units

For effective implementation of corruption prevention and analysis functions based on the best practice accumulated in the EU MSs the project will support NAC in its administrative and organisational capacity building, as well as staff professional development depending on the individual needs of the institution, thus strengthening sustainability and efficiency of the NAC in areas of management skills, developing projects for external financing or legal expertise. The needs will be identified through a capacity assessment to be conducted during the first phase of the project in application of the *UNDP Methodology for Capacity Assessment of Corruption Prevention Agencies*. Based on the analysis of the capacity assets and gaps conducted, a comprehensive capacity building programme will be designed.

1.2. Design of a comprehensive capacity building programme for the General Directorate for Preventing Corruption (GDPC) on internal organizational strengthening, social accountability systems and integrity/corruption risk assessments

The project will support the organisational strengthening (streamlining the job descriptions; developing an internal learning system to ensure continuity and sustainability of efforts; strengthen internal knowledge management system to ensure institutional memory, and diffusion of knowledge and skills. The capacity-building efforts will also include modalities for building capacities of the NAC on supporting and monitoring the establishment of social accountability systems and a re-assessment of the implementation of the NAC's Integrity Plan developed pursuant to the 2014 corruption risk assessment.

1.3. Raise GDPC and CAU staff knowledge and skills of utmost importance for the main areas of the activity in conformity with the regional/international experience

Combating corruption cannot be carried out independently, even if there is a strong will dedicated to it. Not sharing the practical experience of other stakeholders, and also the lack of sufficient financial resources reduce this intention almost to zero. Therefore, taking into consideration the specific feature of the negative impact of corruption over human rights, it is necessary to intensify the collaboration among actors internally and externally. Thus, carrying out the exchange of information with similar institutions from other states regarding their experience in combating corruption as well as by offering specialized consultancy, study visits, short-term internships, Workshops, trainings etc. is necessary.

The project will support the exposal of NAC staff to the regional/international experience of anti-corruption bodies. This activity aims at building the capacity of the NAC management and staff on how to efficiently manage an anti-corruption institution and ensure high-quality services. During the study visits, internships and international training courses participants shall be introduced to the best regional/international practices in corruption prevention. In addition, training courses on national level on the priority corruption prevention and analysis and several ToTs will be organised for NAC to strengthen its abilities to organise effective training activities following the end of the project.

1.4 Identify and implement targeted automatisaton and IT tools to ensure the effectiveness and efficiency of NAC's work in applying its preventive functions and provide necessary office equipment

The project will support the institution with endowment with modern IT equipment and specialized software - necessary technical and software development: software for anticorruption proofing of draft legislation, software for the modernisation of the corruption risk assessment process, software for information storing, monitoring and reporting on the progress achieved in the implementation of the new NAS, and additional training on effective usage to ensure the effectiveness and efficiency of the work of the Centre in discharging its preventive functions. By using modern tools, the capacity development for evidence based corruption analysis will be supported.

Considering the large variety of corruption prevention mechanisms and vast international theoretical and practical experience and positive practices in this field, the Project will endow libraries of NAC with the set of contemporary specialised academic and practical literature on the topic. In addition to this the NAC will be provided with the necessary

equipment, including but not limited to printers, scanners, copy machines, computers, whiteboards, projectors, audio equipment for hearings etc. taking into account environmental and health factors.

Output 2. Strengthened NAC's capacity to implement corruption prevention actions as per national and international strategic documents in coordination and cooperation with other public institutions and CSOs

Part A: Supporting the development and implementation of the new anti-corruption strategy and its Action plan

2.1. Conduct impact evaluation of the current anti-corruption strategy (2011- 2015), utilizing existing assessments and measurements of corruption and organizing additional assessments if needed in cooperation with NGOs/CSOs to build a base for developing the new national anti-corruption strategy

In order to develop the new Anti-corruption Strategy and Action Plan for the implementation of the strategy, the project will support NAC in the evaluation of the current strategy (2011 – 2015) and its impact. Building on the UNDP experience on crowdsourcing information on corruption in the education sector, this project can replicate innovative and IT tools to furnish additional information for the evidence-based elaboration of the Strategy.

The project will support the organization of stakeholders' consultations including non-state actors for the development of the new Strategy and the Action Plan and provide support for drafting of various pillars of the strategy in cooperation with various institutions. As the current National Anticorruption Strategy stresses the importance of development and approval of anti-corruption strategies and action plans at the local level, the project will support drafting a model anticorruption strategy/action plan to be used in the work at the local level and provide guidelines and methodological support for its application by the local governments.

To ensure transparent monitoring of the implementation of the current and new national Anticorruption Strategy the project will enhance capacity of the Secretariat of the Monitoring Group for NAS implementation that is composed of the representatives of public institutions and CSOs.

2.2. Carrying out an overall review of procurement practices and identification of corruption risks in public procurement (Application of UNDP methodology)

Public procurement is one of the areas with high risk of corruption in Moldova. In-depth research will be carried out for identification of corruption risks. A review of the related institutional and regulatory framework governing public procurement will be undertaken. A gap analysis will be carried out between existing legal framework and practice. The review of procurement practices will analyse the situations of public procurement where a private investor/operator is bidding for designing or financing and operating a public infrastructure asset and compensated by the income deriving from its operation, by the public authority, by the users of the service or by a mix of the two. The project will support the NAC in this activity by application of UNDP methodology on public procurement and corruption risks.

2.3. Capacity development for enhancing NAC's role in guiding anticorruption efforts of other public institutions in relation to the implementation of integrity plans and assessing corruption risks

In order for NAC could play a lead role in the corruption prevention the project will support NAC's ability to lead and include other institutions of public sector into the debates and actions about corruption prevention. The project will conduct ToT to NAC employees and follow up consultancy in corruption risks assessment to strengthen its abilities to organise effective training activities following the end of the project. The necessary support will be given to NAC in conducting corruption risk assessment and follow up development of the Integrity Plans at two levels: at the local level at Chisinau municipality, and at the sector level health and tax service will be addressed. The developed through this process Integrity Plans will be based on model Integrity Plans developed for both local and central level institutions. In a number of other sectors (Penitentiary system, Border Police, Customs, Defence, and diplomatic missions abroad) methodological support will be provided in the process of monitoring of the implementation of the Institutional Integrity Plans. To ensure informed participation in the elaboration and implementation of the Integrity Plans training on Integrity Plans will be provided to managers of engaged CPAs and LPAs. To ensure sustainability of training efforts and to reduce the costs, on-line training courses for civil servants will be developed and made available through the NAC, National Institute of Justice and the Academy of Public Administration on-line learning resources.

Part B: Strengthening the transparency and accountability of the public services through open data, engaging Civil Society, mass-media and youth into anticorruption activities and building their capacities to strengthen the demand-side for enhanced implementation of the anticorruption policies.

2.4. Facilitate the development of platform for cooperation between the NAC and civil society

Coalition building and development of cooperation between the public and civil society at a local, regional and national level helps the anti-corruption promotion in the society. The aim of educating civil society organizations is to foster their development into watchdogs that are able to point out corrupt relations in society and prevent them from occurring. The network enables to analyse the risks of corruption in different spheres and economical branches as NGOs are in the position to give sufficient and impartial information in their field of competence. It also makes it easier to point out and lead the attention of authorities to the problematic fields in sense of corruption and transparency through the network as sometimes a single organization might not have the capacity to do that.

Through the project the linkages will be strengthened with a number of key actors of civil society for building a common understanding about corruption issues on the basis on international standards and recommendations for the Republic of Moldova and joint actions for the better corruption prevention and anti-corruption promotion. Analytical studies created through this project will be regularly presented at workshop or round tables with CSOs and NGOs.

Several grants for NGOs will be provided for strengthening the demand-side for enhanced implementation of the anticorruption policies and zero-tolerance to corruption. The activities of grants awarded NGOs should support initiatives, which promote improvement of institutional capacity and management skills of civil society organisations for participation and involvement in public decision making processes on the local, regional or national levels and increasing the accountability of public institutions and for the growing role of

NGOs as the watchdogs in the area of corruption, also improving legitimacy, accountability and transparency of civil society organisations.

CSOs will be also supported in developing and maintaining innovative social media solutions and mobile phone applications, which will increase instant corruption reporting and will involve the public in the reporting of corruption cases, will contribute to the public awareness raising. Mobile phone applications will allow, amongst others: (i) simple reporting of inefficiencies, (ii) collecting and analyzing data from citizens on availability, satisfaction, reliability and quality of public services, responsiveness of service providers, hidden costs and irregularities (iii) monitoring government and services' performance and expenditures related to development plans, (iv) involving citizens in public decision making and participatory budgeting also in remote/rural areas of the country. To promote transparency and accountability, hackathons and training to engage citizens and activists in the identification of best solutions to corruption prevention will be organised.

2.5 Updating and implementation of the NAC Communication Strategy

The communication strategy of NAC will be reviewed and updated for with its further implementation. Communication strategy will be combined with the elaborated comprehensive public awareness and media campaigns (video/audio and printed materials, ads in social networks, leaflets etc.) around key corruption-prevention issues. NAC will be also supported in the development of a methodology for carrying out the public opinion polls on corruption perception, and in the implementation of one poll to identify the baseline for the public awareness campaigns at the beginning of the project and another one at the end of the project to measure the changes achieved by the campaigns and other activities aiming at improving public awareness on corruption issues.

Publication of the Annual reports on implementation of NAS and NAC activity will be developed and presented to public. Support will be provided for the improvement of the internal communication efficiency as well. The web site of NAC will be redesigned where necessary and translation services provided to ensure the accessibility of information for linguistic minorities in the Republic of Moldova. All these will strengthen the NAC's messages, will make it heard in the society and by the authorities and will increase the

2.6 Promoting open data initiatives and investigative journalism

Moldova is a front-runner in opening governmental data, having succeeded in opening 21 categories of data. E-governance Centre is a champion on open government and open data in Moldova. The project will support closer cooperation between NAC and the e-Governance Centre through trainings for public institutions and NGOs on the issue on open data and will also facilitate the inclusion of the open data principles into the Integrity Plans developed by the central public administration institutions and by the LPAs.

Journalism has a significant role to play in preventing corruption. By raising journalists' awareness on corruption and open data initiatives the investigative journalism can be fostered. As a follow up, the contests for journalists on corruption investigation and open data will be organised to support promotion and ethical reporting on the various topic of corruption.

Additionally, as support to the training abilities of NAC's staff the project will endorse elaboration of educational programmes and on-line training courses on anticorruption for civil servants, professional groups and any other involved partners, as well as the civil society.

2.7. Supporting initiatives promoting youth awareness and engagement in anti-corruption in cooperation with the Universities and Schools

Relevant and accessible education is an essential factor that lays the ground for inclusive and sustainable human development. With high level of corruption in the society, especially in education, children are exposed to corrupted system from their school experience or from their families. In order to create a sustainable change in society the power to educate children to change a corrupt society is inevitable. Education needs to focus on teaching children the values they'll need to be conscientious and innovative young leaders, developing accountability and awareness, as well as the ability to think outside the box. The project will support the NAC activities in the integration of anti-corruption issues in the curricula for Universities and schools. With consultation with experts the pilot programmes for different age groups will be developed and tested in several schools and universities around Moldova. ToT will be held to ensure the sustainability of the programme after the project will end. Within the project the contest of arts for children and students for the best art works promoting zero-tolerance to corruption will be organized. The best art works will be presented at exhibitions (e.g. on the anti-corruption day) and will be awarded.

Output 3. Strengthened NAC's capacity to perform corruption analysis as per national and international strategic documents

3.1. Supporting the production and implementation of analytical studies

Analytical work is core work of the Analytical Unit of NAC. Through this project the AU will be fully operational with trained staff in line with the UNDP best practice in the anticorruption area. As part of the project the NAC supported by UNDP will create several studies which review important issues concerning anticorruption. As result of analytical work the study on the application of the whistle blowers protection, on corruption in the judiciary, and a methodology and guide on the public servants' life style assessment will be developed. All the studies will be discussed with civil society, presented to public and made available on the NAC's website.

3.2. Evaluating the impact of current prevention activities and the opportunity of introducing additional effective corruption prevention mechanisms

An important action of the project will be an impact evaluation of the past and current anticorruption activities in the country. It will facilitate the identification of effective and less effective practices, as well as the areas requiring additional mechanisms and tools to be applied. Expert assistance will be employed to offer an analysis of the best practice in the application of such tools as professional integrity testing, as well as asset recovery and extended confiscation. These tools have been applied in several EU Member States with a different scope and methodology, and a study on the applicability of this experience in the Republic of Moldova will suggest the most effective methods of corruption prevention and combating activities.

3.3. Assessment of gender disaggregated risks of corruption (impact of corruption on women in the public administration) as per the UNDP methodology

Corruption creates an excessive burden for the whole population. But, taking into consideration the specific roots of certain vulnerable groups, such as women – who have a distinct role for the social and cultural traditions – who have a disadvantage with regard to certain rights etc., it shall be specified that they are, in a way, limited in certain opportunities and are among those who can experience most profoundly the

negative effects of corruption. Gender issues will be incorporated throughout the project implementation within every project's component. In particular a gender equality perspective will be also mainstreamed throughout the project, by ensuring the collection and interpretation of gender and disaggregated data and conducting gender analysis to better inform anti-corruption policies and initiatives implementation. The programme will promote women's access to decision making position in public administration and provide analysis of gendered differences in impact of corruption. The project will specifically address the gendered effects of weak transparency rules and corruption within the public administration and analyse their impact on civil servants career progress. It will also advocate for development of gender sensitive transparency and anti-corruption policies.

III. SUSTAINABILITY AND EXIT STRATEGY FOR UNDP

The project is sustainable from the institutional point of view due to joint design and implementation with NAC and other stakeholders. All project activities will be implemented through National Execution Modality whereby all planning and implementation is done in collaboration with project partners. NAC has experience in implementing similar projects and there is a strong will on behalf of the NAC's management to develop needed capacities and effectively implement the overall mandate and particular functions. NAC will ensure a long term engagement on the activities initiated through the project. The project will develop capacities by working closely with the staff transferring knowledge and skills and building sustainability of results achieved.

Once the corruption proofing will be an established practice raising awareness of legal drafters regarding corruption risks the corruption proofing may uncover and how these risks can be avoided.

The methodologies, guidelines, training curricula, on-line training courses and other tools and materials developed with the project support will be further used by NAC and other relevant institutions. Soft-ware and equipment will stay operational for a few years contributing to the effective work of the institution based on the modern e-Tools.

IV. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: Increased transparency, accountability and efficiency of central and local public authorities				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: <i>Outcome 1.1. Increased transparency, accountability and efficiency of central and local public authorities</i> Indicator: Confidence in public administration institutions; Corruption Perception Index; Baseline: 2014: Government: 28%; Parliament: 24%; LPA: 56%; TI CPI: 35 Target: Government: 45%; Parliament: 40%; LPA: 60%;Corruption Perception Index: Improvement of the Moldova index;				
Applicable Key Result Area: Effective Governance				
Partnership Strategy Management and staff of National Anti-corruption Centre, experts from relevant sector ministries and departments, NGOs, media, youth, women's groups and key actors from the donor community will be involved at both the design and implementation phases. Such an approach will provide the basis for reaching consensus amongst all stakeholders and mobilizing all efforts and available resources to foster the proper implementation of actions envisaged and hence the mitigation of development gaps. Close cooperation between the UNDP Moldova and donor Agencies will maximize synergies, ensure coordination, as well as reduce transaction costs and avoid duplication.				
Project title and ID (ATLAS Award ID): Strengthening the corruption prevention and analysis functions of the National Anticorruption Center (NAC)				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	1. INPUTS
Output 1: Strengthened NAC's operational and institutional capacity to fulfil its prevention and analytical functions Indicators (gender disaggregated, where possible): Baseline: NAC Capacity Development and Training Plan non-existing Indicators:	Targets (year 1): - Analysis of capacity and training needs of the CPD and CAU carried out and Capacity Development and Training Plan developed Targets (year 2) Comprehensive capacity building programme for the GDPC and CAU designed and implementation started	1.1 Capacity and training needs assessment of the NAC corruption prevention and analysis units 1.2 Design of a comprehensive capacity building programme for the GDPC and CAU 1.3 Raise GDPC and CAU staff knowledge and skills in the main areas of activity 1.3.1 Exposure to best practicies/Study visits	UNDP, NAC	Local consultants International consultants Training, Workshops and Conferences Travel Printing and Publications Contractual services/ Companies ICT equipment

<p>Capacity and training needs assessment of the NAC corruption prevention and analysis units carried out;</p> <p>Capacity building programme for the GDPC and CAU designed and approved;</p> <p>No. of participants of training (m/w);</p> <p>No. of participants of study visits and short-term internships (m/w);</p> <p>Specialised software for: Anticorruption proofing of legislation</p> <p>Corruption risk assessment and Information storing, monitoring and reporting on NAS implementation developed;</p> <p>IT and other equipment procured.</p>	<p>Targets (year 3)</p> <p>NAC Capacity Development and Training Plan implemented</p> <p>NAC's corruption proofing of legislation, leading in corruption risk assessment and monitoring on the implementation of NAS improved based on the specialized software and strengthened staff skills</p> <p>Improved knowledge and operational capacity of NAC officers</p>	<p>1.3.2 Training</p> <p>1.3.3 Participation in the Regional and International Conferencies and Workshops</p> <p>1.3.4 Short-term Internships at peer institutions abroad</p> <p>1.4 Endowment with modern IT equipment and specialised software</p>		
<p>Output 2: Strengthened NAC's powers to act on priority corruption prevention actions as per national and international strategic documents</p> <p>Baseline:</p> <p>National Anticorruption Strategy expires in 2015;</p> <p>NAC's staff limited capacity in corruption risk assessment and integrity plans training and guidance;</p> <p>Cooperation with the CSOs sporadic;</p> <p>Limited capacities in the</p>	<p>Targets (year 1)</p> <p>National Anticorruption Strategy and the Action Plan developed based on the assessment of the NAS 2011 - 2015;</p> <p>NAC staff trained as trainers in corruption risks assessment and Institutional Integrity Plans (IIP) drafting</p> <p>Targets (year 2)</p> <p>NAC methodological guidance in supporting corruption risk assessments and promoting integrity with</p>	<p>2.1 Support to the National Anticorruption Strategy evaluation and elaboration</p> <p>2.1.1 Impact evaluation of the Nat Anticorruption Strategy (2011-2015)</p> <p>2.1.2 Draft the new National Anticorruption Strategy and the Action Plan</p> <p>2.2 Identification of corruption risks in public procurement</p> <p>2.3 Enhancing NAC's role in assessing corruption risks and implementation of integrity plans</p> <p>2.3.1 Integrity Plans development</p>	<p>UNDP, NAC</p>	<p>Local consultants</p> <p>International consultants</p> <p>Training, Workshops and Conferences</p> <p>Travel</p> <p>Printing and Publications</p> <p>Contractual services/ Companies</p> <p>Audio Visual and Print production</p>

<p>implementation of the anticorruption public awareness campaigns; traditional approach to the public awareness campaigns;</p> <p>Localized methodology for opinion polls on corruption perception absent;</p> <p>Information on the NAC website not available in minority languages;</p> <p>Limited capacity of mass-media to reflect corruption and open data initiatives;</p> <p>Limited capacity of CSOs to apply innovative tools for serving as the watchdog in the anticorruption area using innovative tools and engaging citizens</p> <p>Indicators:</p> <p>Evaluation of the NAS 2011 – 2015 carried out in a participative manner;</p> <p>NAS 2016 – 2020 developed in consultation with the CSOs;</p> <p>No. of NAC staff trained as a trainer on corruption risk assessment and integrity plans drafting;</p> <p>Model integrity plans for the CPAs and LPAs developed and approved;</p> <p>No. of corruption risk assessment conducted with NAC support;</p> <p>No. of the Institutional integrity plans developed and progress in</p>	<p>public institutions at the central and local level enhanced;</p> <p>The platform of cooperation mechanism between NAC and civil society developed;</p> <p>Communication strategy of the NAC is updated introducing innovative awareness raising mechanisms for civil servants and youth;</p> <p>NACs' website is accessible for linguistic minorities;</p> <p>Investigative journalists supported in publications on corruption cases and open data;</p> <p>Targets (year 3)</p> <p>On-line anticorruption training courses for public servants developed and operational;</p> <p>Institutional transparency through platforms for engaging with Civil Society, mass-media, women and youth enhanced;</p> <p>Public opinion polls and awareness campaigns implemented;</p> <p>Anticorruption curricula and training programs for schools and Universities piloted and</p>	<p>training for managers of CPA and LPA</p> <p>2.3.2 Support to corruption risk assessment in particular sectors and LPA</p> <p>2.3.3 Support to Integrity Plans drafting in CPA and LPA</p> <p>2.3.4 Elaboration of on-line training courses for public servants</p> <p>2.4 Development a platform for cooperation between NAC and the Civil Society</p> <p>2.4.1 Grants for the implementation of the innovative anticorruption solutions</p> <p>2.4.2 Public events with participation of CSOs (Workshops, hakathons, etc.)</p> <p>2.5 Support to review, update and implement the NAC's Communication Strategy</p> <p>2.5.1 Review and update of the Communication Strategy</p> <p>2.5.2 Public awareness campaigns</p> <p>2.5.3 Public opinion polls on corruption perception</p> <p>2.5.4 Re-design of the NAC website</p> <p>2.5.5 Publication and dissemination of the annual reports on NAC activity and NAS implementation</p> <p>2.6 Promoting open data initiatives and investigative journalism</p> <p>2.6.1 Training on open data for public institutions and NGOs</p> <p>2.6.2 Raising journalists awareness on corruption, ethical reporting and open data (workshops, round tables and</p>		
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<p>implementation;</p> <p>No. of managers from CPA and LPAS trained in corruption risk assessment and integrity plans drafting;</p> <p>No. of trainees that completed on-line anticorruption training</p> <p>NGO projects for grants selected;</p> <p>No. of representatives of the public institutions, Civil Society and mass media trained on open data;</p> <p>No. of investigative publications by journalists;</p> <p>No. of anticorruption research and analytical studies published on the NAC website;</p> <p>No. of mobile applications for denouncing corruption in the public service system operational;</p> <p>Anticorruption curricula and training programs for schools and Universities operational on-line;</p> <p>No. of contests with anticorruption topics for engaging youth and No. of participants in the contests</p>	<p>assessed</p>	<p>training)</p> <p>2.6.3 Contests for journalists on corruption investigation and open data</p> <p>2.7 Supporting initiatives promoting youth awareness and engagement in anticorruption</p> <p>2.7.1 Integration of anticorruption issues in schools and Universities' curricula</p> <p>2.7.2 Elaboration and piloting of on-line anticorruption courses for schools and Universities</p> <p>2.7.3 Contests for children and students for the best art works promoting zero-tolerance to corruption (exhibitions, awards)</p>		
<p>Output 3: Strengthened NAC's capacity to priority corruption analysis as per national and international strategic documents</p> <p>Baseline: Limited capacity of NAC in conducting evidence-based</p>	<p>Targets (year 1) Strengthened CAU's staff capacity in evidence-based corruption research and analysis;</p> <p>One analytical study developed, discussed and published;</p>	<p>3.1 Supporting the production and implementation of analytical studies</p> <p>3.1.1 Capacity development of the Analytical Unit staff in evidence-based corruption research and analysis</p> <p>3.1.2 Study on the application of wistle-blower and protection of wistle-blowers</p> <p>3.1.3 Analytical studies on corruption</p>	<p>UNDP, NAC</p>	<p>Local consultants International consultants Training, Workshops and Conferences Travel Printing and Publications Contractual services/ Companies</p>

<p>corruption research and analysis</p> <p>Indicators:</p> <p>No. of staff with enhanced skills for research and analysis;</p> <p>No. of analytical studies;</p> <p>No. of public events to debate the analytical studies;</p> <p>No. of analytical studies published on the NAC website</p>	<p>Methodology on addressing gender equality related corruption risks and vulnerabilities in civil service implemented;</p> <p>Targets (year 2)</p> <p>Four analytical studies developed, discussed and published;</p> <p>Impact assessment of the impact of corruption prevention activities provides recommendations;</p> <p>Targets (year 3)</p> <p>Three analytical studies developed, discussed and published;</p> <p>Impact assessment of the impact of corruption prevention activities' recommendations implemented</p>	<p>phenomena in judiciary</p> <p>3.1.4 Methodology and a Guide on monitoring the life-style of civil servants</p> <p>3.2 Evaluation of impact of corruption activities and introducing new effective corruption prevention mechanisms</p> <p>3.2.1 Study on mechanisms for asset recovery and extended confiscation</p> <p>3.2.2 Impact evaluation of the anticorruption activities</p> <p>3.2.3 Study on the best practice in professional integrity testing</p> <p>3.2.4 Support to participation of the CAU staff in the regional peer networks and exposure to the best practice in EU MSs</p> <p>3.3 Assessment of gender disaggregated risks of corruption</p> <p>3.3.1 Adjustment and implementation of the Methodology on addressing gender equality related corruption risks and vulnerabilities in civil service</p> <p>3.3.2 Workshops with the participation of expert community, CSOs and mass-media to present and discuss the findings of the analytical studies</p>		
<p>Project management</p>		<p>Implementation of the project activities in compliance with the Work Plan and timely delivery of the budget and ensuring project visibility and communication</p>		<p>Contract Services/ Individuals;</p> <p>Contract Services/ Companies</p> <p>Equipment and Furniture</p> <p>ICT equipment</p> <p>Communications and</p>

				audio visual Rental& Maintenance - Premises Travel NAC in-kind contribution (Premises, staff time)
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V. ANNUAL WORK PLAN

Annex I

VI. MANAGEMENT ARRANGEMENTS

The Project will be implemented under National Implementation Mechanism (NIM). This means that the National Anticorruption Center will be responsible for decision-making and implementation of Project activities, while UNDP will provide quality assurance, project inputs and support through expert advice and technical assistance using also the regional knowledge and best practices from the countries of region, accumulated at the Regional Center in Istanbul (IRC) offering the expert advice, training, exposure to the international standards and best practices in corruption prevention and analysis.

Project Management Structures

The project will be implemented by the, who will act as a Project Manager for the purposes of the project, under overall coordination of the Project Board (please see the chart below). The Project Board represents at managerial level the interests of the following roles and the respective organizations:

- **Project Implementer** – in order to ensure sustainability of activities the NAC will be the leading partner in defining and implementing the project in line with the needs, as identified in the major national strategies and NAC's own Strategic Plan.
- **Senior beneficiary** - The project beneficiary role is played by National Anticorruption Centre (especially Prevention Directorate and Corruption Analysis Unit and managers and other staff from other relevant units of the institution), indirectly other institutions with a role in corruption prevention and analysis, public sector institutions, mass-media, Civil Society organisation involved in the relevant area, as well as national expert community and other potential project beneficiaries as required.
- **Development partners (Suppliers)** – this role is played by the grant recipient and those, who are involved into the project's design and will further contribute to the project implementation with the their advice, ideas, selection of consultants and sub-grantees, participation in the implementation of project activities etc. – Norwegian MFA and the UNDP.

The Project Board approves all major plans and authorizes any major deviation from agreed project work plans. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and any parties beyond the scope of the project. It will take all decisions on project resources and amendments to the project Activity Plan, as necessary. The PSC will be responsible for providing strategic guidance to the Project, overseeing progress, reviewing and approving of the Annual Project Reports, Project Work Plans, as well as the final Project Report. The PSC will be convened at least twice per year. The Project Board will include tentatively representatives of the National Anticorruption Center, civil society, UNDP and/or other relevant parties. The National Anticorruption Centre will act as the Senior Executive (head of the Project Board) and will represent the interests of the project beneficiary and will be responsible for the overall implementation of the Project.

Project Manager: It is the responsibility of the Project Manager to plan, oversee and ensure that the Project is producing the right outputs, at the right time, to the right standards of quality and within the allotted budget. The main tasks of the Project Manager include:

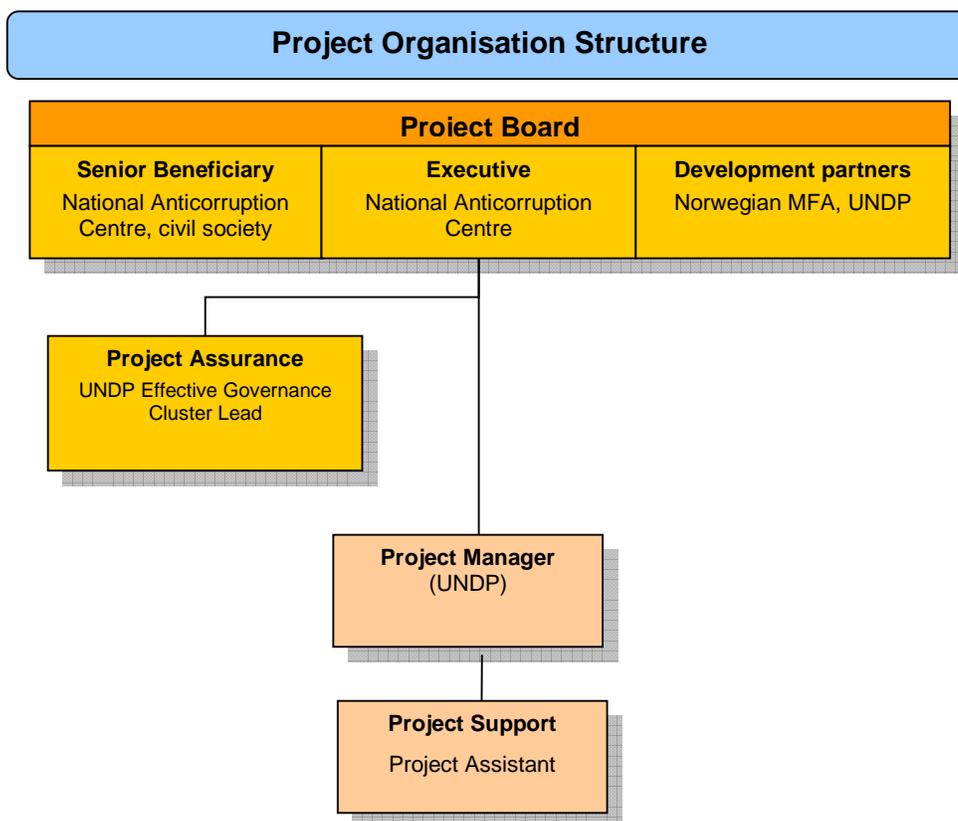
- Overall planning for the whole project;
- Motivation and leadership of the Project staff;
- Supervise the Project;
- Liaison with UNDP Programme Management;
- Fund management, allocation, coordination;
- Reporting progress to the Project;
- Project quality management;

Work with other agencies of the UN Country Team – in particular in the framework of the UN Team Group on Human Rights, Gender and Justice -- and other relevant stakeholders, to maximize impact of the project.

Project Assurance: Assurance is a key element of the UNDP project management method (in line with the Results Management Guide), upon which the Project Management Arrangements are based. 'Assurance' is essentially an independent audit function, whereby the Project Board members are able to monitor progress against agreed work plans. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Assurance is the responsibility of each Project Board member. On behalf of UNDP, as co-supplier and implementer, the function is delegated to the Effective Governance Cluster Lead.

UNDP will carry out monitoring and assessment of risks, as well as provide narrative and financial reporting to project donors on a regular basis as determined by specific agreement. UNDP follows international standards in the implementation of project and programmes according to the UNDP results Management Guide (<http://content.undp.org/go/userguide/results>). Using its presence, corporate knowledge and experience in Moldova, UNDP will apply its corporate rules and regulations governing all programme and business processes and procurement.

The implementation of the project activities will be supported by a **project support team (PST)** in accordance with each agency's applicable regulations, rules, directives and procedures. The proposed composition of the project team is: Project Manager and Project Assistant; their duties and responsibilities shall be reflected in the terms of reference. The project staff will be placed at NAC's premises and will require the necessary ICT equipment to ensure functionality and operability of the project, including computers, UPSs, photocopy machine, phones, fax, etc.



VII. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

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

VIII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Moldova and UNDP, signed on October 2, 1992 and the amendment of the same of July 5, 1997.

Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

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

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative:

- a) *Revisions in, or addition of, any of the annexes to the project document;*
- b) *Revisions which do not imply significant changes in the objectives, outputs or activities of the project, but are caused by the rearrangement of inputs agreed to or by cost increases due to inflation; and*
- c) *Revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation.*

Changes to be introduced should be discussed and agreed on up by the project partner.

RISK LOG

Project Title: Strengthening the corruption prevention and analysis functions of the National Anticorruption Centre (NAC)	Award ID:	Date: 3rd April 2015
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#	Description	Date Identified	Type	Impact (I) & Probability (P) Scale: 1 (low) – 5 (high)	Countermeasures / Mngmt response	Owner	Submitted, updated by	Last Update	Status
1	Political instability caused by early general elections	23.04.2015	Political	Slow down the implementation of project activities. P = 2 I = 1	Depending on the situation, the Project may re-adjust its implementation plans taking into account the new realities.	Project executive	UNDP		
2	Lack of political will to implement effective corruption prevention measures	23.04.2015	Political	Reduction in the project's influence on corruption prevention P: 1 I: 3	Involving key donors in policy dialog with the national partners on the effective measures to prevent corruption	Project executive	UNDP		
3	Management and staff turnover in Project's beneficiary institution	25.04.2015	Organisational	Delays in project implementation and lack of institutional memory in the NAC P = 2 I = 2	Building non-financial incentives for staff, institutionalization of new tools to build institutional memory and sustainability.	Project executive	UNDP		
4	Low receptiveness of the NAC employees on the implementation of new knowledge received	25.04.2015	Organisational	Reduction in the project's sustainability P = 2 I = 2	Engage in continuous dialogue with the management of the NAC on the performance of trained employees. Provision of incentives for the implementation of knowledge received.	Project executive	UNDP		
5	Limited interest of cooperation and exchange on behalf of partner institution, lack of commitment on the part of the national authorities to delegate staff for training	25.04.2015	Political	Delays in project implementation or impact P = 2 I = 2	Engage in a dialogue with the national partners, management of the NAC, to ensure their support and commitment to the staff training.	Project executive	UNDP		