



**Project Document**

**Republic of Moldova**

**Project Title:** Strengthening the capacities of the Ministry of Justice of Moldova to deliver on the justice reform mandate

**Project Number:** Award1156159, Project ID 01001239

**Implementing Partner(s):** Ministry of Justice of the Republic of Moldova, Agency for Legal Informational Resources

**Start Date:** 10 August 2023 **End Date:** 09 February 2025 **PAC Meeting date:** 04 August 2023

**Brief Description**

Acknowledging the critical role of the Ministry of Justice in organizing and coordinating the justice sector policy, the Project will strengthen the institutional and operational capacities of the institution to deliver on its mandate and advance the justice sector reform in line with the best practices and relevant standards of performance. To this end, the MoJ will be assisted to strengthen the cybersecurity capabilities to safeguard data and information when communicating internally and externally with partners inside and outside the government, enhance the opportunities for engagement and collaboration with persons with disabilities by increasing the accessibility of the MoJ premises, as well as supporting the MoJ's efforts in setting up efficient and comprehensive monitoring and coordination mechanisms for the justice sector strategy implementation. The activities and expected results of the Project are designed to help the Ministry of Justice to advance the internal modernization efforts and achievement of strategic objectives set. Taken together, the changes in institutional capabilities of the Ministry, supported through this Project, should also contribute to increased public trusts in governance, more confidence in and support for the justice sector reform, enhancing system's performance and, ultimately, the integrity of the law.

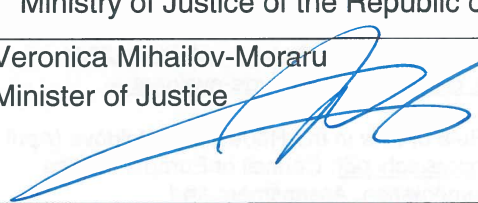
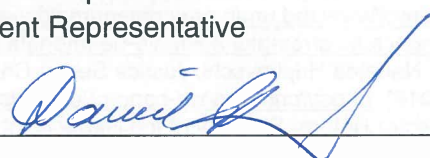
**Contributing Outcome (UNSDCF/CPD):**  
UNSDCF 2023-2027, Outcome 2  
CPD 2023-2027, Output 2.2

**Indicative Outputs with gender marker:** GEN1

**Management Arrangements:**  
Support to National Implementation Mechanism (Support to NIM)

<b>Total resources required:</b>	\$820,000	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	N/A
	<b>U.S./INL:</b>	\$820,000
	<b>Government:</b>	N/A
	<b>In-Kind:</b>	N/A
<b>Unfunded:</b>	N/A	

Agreed by (signatures):

Ministry of Justice of the Republic of Moldova	UNDP Moldova
Veronica Mihailov-Moraru Minister of Justice 	Daniela Gasparikova Resident Representative 
Date:	Date:

---

## I. DEVELOPMENT CHALLENGE

A well-functioning justice sector is critical for ensuring good governance, reducing corruption or supporting efficient delivery of public services. Therefore, acknowledging the importance of an efficient justice sector reform for the sustainable development of the country, the Government<sup>1</sup> of the Republic of Moldova pledged to further strengthen the independence, efficiency and integrity of the justice system.

Improving the justice sector and combating corruption is a major priority for the Republic of Moldova, which has an overwhelming importance for the whole of society and is an essential condition for the development of a truly democratic society in which the rule of law and respect for human rights and freedoms are guaranteed supreme values.

Although important efforts have been deployed during the past years to improve the efficiency, transparency, fairness and accessibility of the justice sector,<sup>2</sup> the justice system still fails to deliver at the level of users' expectations. Even though justice reform is ranked the fourth in importance by citizens (after healthcare, pension and education reforms),<sup>3</sup> results matching this expectation are not achieved yet.

Moldova's justice sector offers a stark picture of lack of public trust<sup>4</sup> coupled with a troubling internal snapshot: in a detailed 2017-2018 survey of court users<sup>5</sup>, 56 percent of citizens report either no change or a deterioration in the work of courts. Only about 20 percent of citizens believe that courts are fair and impartial and almost 50 percent of lawyers share these concerns. 68 percent of businesses do not expect fair court proceedings. On the same note, the 2021 Human Rights Perceptions Study<sup>6</sup> reveals that the right to a fair trial is among the most violated human rights, while the 2022 WJP Rule of Law Index<sup>7</sup> shows below the global (0.54/0.47) and regional (0.51/0.41) average scores for Moldova (0.50/0.39) for Civil Justice/Criminal Justice factors. Corruption and improper influence are the weakest sub-factors for the civil and criminal justice in Moldova.<sup>8</sup> 39% of businesses and 25% of individuals consider that courts of law are among the top three most corrupt institutions.<sup>9</sup>

The 2011-2017 Justice Sector Reform Strategy was not fully implemented (estimated at 86%), delivering mixed results. Many targets in different priority areas were not achieved<sup>10</sup> (for

---

<sup>1</sup> [https://gov.md/sites/default/files/document/attachments/pag\\_2021-2022\\_ro.pdf](https://gov.md/sites/default/files/document/attachments/pag_2021-2022_ro.pdf)

<sup>2</sup> Introduction of a redesigned legal aid system, optimization of court map, implementation of Integrated Case Management System (ICMS), audio recording of court proceedings, reform of prosecution service, etc.

<sup>3</sup> World Bank, Moldova - Improving Access to Justice: From Resources to Results. A Justice Sector Public Expenditure and Institutional Review (Report No. 124516-MD), 2018, <http://documents.worldbank.org/curated/en/683491537501435060/pdf/Moldova-JSPEIR-English-Version-Sep-13-2018.pdf>

<sup>4</sup> According to the Barometer of Public Opinion (November 2022), only 17,7% trust the justice system. <https://ipp.md/wp-content/uploads/2022/12/Sondajul-BOP-noiembrie-2022.pdf>

<sup>5</sup> 2017-18 Surveys of Court Users, conducted by the World Bank in collaboration with the MOJ and SCM, available at <http://documents.worldbank.org/curated/en/683491537501435060/pdf/Moldova-JSPEIR-English-Version-Sep-13-2018.pdf>

<sup>6</sup> Perception of Human Rights in the Republic of Moldova, 2021, <http://ombudsman.md/wp-content/uploads/2021/10/Studiu-PERCEPTII-DO-2021.pdf>.

<sup>7</sup> World Justice Project, 2022 Rule of Law Index – Moldova, <https://worldjusticeproject.org/rule-of-law-index/country/2022/Moldova/>

<sup>8</sup> Ibidem.

<sup>9</sup> UNDP Moldova, *National Integrity and Anticorruption Strategy Impact Monitoring Survey – Moldova 2021*, [https://www.md.undp.org/content/moldova/en/home/library/effective\\_governance/studiu-de-evaluare-a-impactului-strategiei-naionale-de-integrita1.html](https://www.md.undp.org/content/moldova/en/home/library/effective_governance/studiu-de-evaluare-a-impactului-strategiei-naionale-de-integrita1.html)

<sup>10</sup> Nadejda Hriptievshi, Justice Sector Challenges Undermine the Rule of Law in the Republic of Moldova (April 2018), <https://crjm.org/wp-content/uploads/2018/08/2018-Justice-Hriptievshi.pdf>; Council of Europe, Justice Sector Reform Strategy of the Republic of Moldova. Review of Implementation, Assessment and Recommendations (December 2017), [https://crjm.org/wp-content/uploads/2018/02/Moldova-JSRS\\_assessment.pdf](https://crjm.org/wp-content/uploads/2018/02/Moldova-JSRS_assessment.pdf).

instance, rehabilitation of victims of crimes, such as torture and sexual and gender-based violence) or were postponed (for instance, the revision of the Constitution<sup>11</sup> to increase the independence, efficiency and accountability of judiciary and judicial administration, improvement of the system of appointments and promotion of judges entered into force in April 2022).

External evaluations have indicated to the need of more profound structural changes and reforms seeking to improve the quality of and access to justice services delivered to men and women in Moldova. The 2018 Association Implementation Report on Moldova<sup>12</sup> stated that the independence of justice, law enforcement as well as national anti-corruption authorities need substantial improvement. On the same note, the 2019 Association Implementation Report on Moldova<sup>13</sup> highlighted the need for robust progress on judicial reform, on compliance with the rule of law and democratic standards. Furthermore, the 2021 Report on Moldova<sup>14</sup> linked the provision of EU support to satisfactory progress on reforms and the respect of rule of law, effective democratic mechanisms and human rights.

The above-mentioned suggest that the main challenge in reforming Moldova's justice system and ensuring equal access to justice is not planning and strategizing, but rather the implementation of reforms already started.

Building on the lessons learned (e.g., overambitious/hard to achieve goals, overstretched scope, lack of political will, limited qualitative evaluation framework, low funds absorption capacities) and previous practices from the 2011-2017 Justice Sector Reform Strategy, the new strategic policy document on justice sector reform (2022-2025 Strategy on Ensuring Independence and Integrity of the Justice Sector<sup>15</sup>) puts the emphasis on effective implementation of legal and institutional changes, enacted under the previous justice reform strategies. From this perspective, the new Justice Reform Strategy is designed in a much more focused manner, targeting the most vulnerable components of the justice sector that are not reflected in other sectoral policy documents. This strategic document outlines a new stage of improvement or "fine-tuning" of the regulatory framework already adopted, strengthening the institutional and professional capacities of the reformed institutions, aligning the justice reform processes with the recommendations and standards of international instruments in the field, as well as with the commitments of the Republic of Moldova to its development partners.<sup>16</sup>

Strengthening the justice sector involves addressing several components of this process, all of which are subsumed under the overarching and fundamental objective of ensuring an accessible, transparent, efficient and accountable justice sector. A modern, independent and efficient justice system is more than just a goal.

On Moldova's European integration path, the importance of justice sector reform got a new connotation. Rule of law is a fundamental value on which the EU is founded. It is therefore essential that progress in this area is robust, tangible and irreversible. Acknowledging the Moldovan government's strong commitment to deliver on its clear reform goals – including as

---

<sup>11</sup> [https://www.legis.md/cautare/getResults?doc\\_id=127960&lang=ro](https://www.legis.md/cautare/getResults?doc_id=127960&lang=ro)

<sup>12</sup> *Association Implementation Report on Moldova (03 April 2018)*, [https://cdn4-eeas.fpfis.tech.ec.europa.eu/cdn/farfuture/Bsw7bS5h390fCujCmGRX1jA5BqDcARI6Z\\_E\\_fG86JZA/mtime:1522915732/sites/eeas/files/association\\_implementation\\_report\\_on\\_moldova.pdf](https://cdn4-eeas.fpfis.tech.ec.europa.eu/cdn/farfuture/Bsw7bS5h390fCujCmGRX1jA5BqDcARI6Z_E_fG86JZA/mtime:1522915732/sites/eeas/files/association_implementation_report_on_moldova.pdf)

<sup>13</sup> *Association Implementation Report on Moldova (11 September 2019)*, [https://eeas.europa.eu/sites/default/files/swd\\_2019\\_325\\_f1\\_joint\\_staff\\_working\\_paper\\_en\\_v10\\_p1\\_1045191.pdf](https://eeas.europa.eu/sites/default/files/swd_2019_325_f1_joint_staff_working_paper_en_v10_p1_1045191.pdf)

<sup>14</sup> *Association Implementation Report on Moldova (13 October 2021)*, [https://eeas.europa.eu/sites/default/files/swd\\_2021\\_295\\_f1\\_joint\\_staff\\_working\\_paper\\_en\\_v2\\_p1\\_1535649.pdf](https://eeas.europa.eu/sites/default/files/swd_2021_295_f1_joint_staff_working_paper_en_v2_p1_1535649.pdf)

<sup>15</sup> [https://www.legis.md/cautare/getResults?doc\\_id=129241&lang=ro](https://www.legis.md/cautare/getResults?doc_id=129241&lang=ro)

<sup>16</sup> Ibidem.

regards judicial reform – to benefit the people of Moldova, the European Commission recommended<sup>17</sup> in June 2022 granting Moldova the candidate status on the understanding that the country will “*complete essential steps of the recently launched comprehensive justice system reform across all institutions in the justice and prosecution chains, to ensure their independence, integrity, efficiency, accountability and transparency, including through efficient use of asset verification and effective democratic oversight; in particular, fill all the remaining vacancies of the Supreme Council Magistracy and in its specialized bodies*”.

The Ministry of Justice (MoJ) is the key national stakeholder in the justice sector, exercising a large spectrum of functions from policy making and oversight, legal drafting and review to regulating legal professions, facilitating access to justice or developing and administering informational systems in the justice sector.

Against this background, the MoJ plays a leading role in advancing the justice sector strategy. As part of the implementation framework of the strategy, the MoJ is in charge of ensuring the secretariat of the monitoring group, being tasked with collecting and analyzing data and drafting progress reports, ensuring interaction between various stakeholders, offering methodological support to focal points at institutional level. The MoJ shall also set up the legal and institutional framework for the monitoring of strategy’s implementation. Therefore, coordination and monitoring capacities are critical elements for organizing a comprehensive and coherent tracking of progress achieved in the implementation of the strategy. However, considering the limited human capital of the institution, this might represent a significant challenge for the successful completion of its role in coordinating the justice sector reform.

Access to justice is at the core of the Justice Reform Strategy. Access to justice is not only a right in itself, but an essential tool to protect other rights. In order to ensure effective protection of human rights, it is not enough to enshrine substantive rights and specify the minimum conditions for achieving fair justice, it is also necessary to establish safeguards to strengthen the mechanisms for protecting these rights, particularly for vulnerable groups. Thus, physical accessibility of justice institutions is a critical element for ensuring access to justice for all. As the coordinator of justice reform and policy maker in the justice sector, the MoJ should lead by example in this sense. Nevertheless, the MoJ premises (in particular, the main entrance and first floor) are not yet fully accessible for persons with disabilities,<sup>18</sup> hampering their interaction with justice policymakers and obstructing the opportunity to make their voices heard.

Digitalization is one of the key enablers to support the modernization of the public sector, in general, and justice sector, in particular. The Government has made substantial efforts to deploy e-services in areas commonly demanded by citizens, such as identity-related documents, property and taxes. Further digitalization of services related to judiciary procedures are amongst the ‘most desirable e-services’<sup>19</sup> in Moldova.

Digital transformation is essential for the justice sector to stay relevant, effective and responsive in its approach to serving the public. It has the potential to touch every part of the justice process, changing the way justice institutions work, harness data, exploit available

---

<sup>17</sup> European Commission Opinion on the Republic of Moldova’s application for membership of the European Union, COM(2022) 406 final, 17 June 2022, <https://neighbourhood-enlargement.ec.europa.eu/system/files/2022-06/Republic%20of%20Moldova%20Opinion%20and%20Annex.pdf>

<sup>18</sup> Centre for the Rights of Persons with Disabilities, *Accessibility Assessment Report – Main Entrance of the MoJ Building (2021)*, available in hard copy.

<sup>19</sup> UNDP, *Digital Readiness Assessment Moldova (2021)*, <https://www.undp.org/moldova/publications/digital-readiness-assessment>

technologies, collaborate with partner organizations and organize themselves. This approach is recognized by the new justice sector strategy paying due attention to the development and implementation of justice digital solutions.

At the same time, the ever-increasing volume of information made available both to the general public and to litigants by the justice system through electronic means requires the implementation of a wide range of measures to strengthen cybersecurity.

“Cybersecurity failure” is believed to become a critical short- and medium-term threat to the world.<sup>20</sup> With fast developing tools and emerging new technologies damages produced by cyberattacks could reach enormous amounts.<sup>21</sup> Yet studies show that 95% of cybersecurity issues can be traced to human error,<sup>22</sup> while insider threats (intentional or accidental) represent 43% of all breaches.<sup>23</sup>

Lack of digital safety could impact the public trust in digital transformation efforts in the justice sector, led by the MoJ. Relying on outdated systems and technologies amplifies this risk. Thus, investment in cybersecurity infrastructure is a must for the MoJ (as well as for any other public or private entity) to make the organization more resilient to eventual cyberattacks. The upgrade of cybersecurity capabilities can help the Ministry exercise its mandate in promoting the justice sector reform by managing critical operations and data through a secured IT infrastructure, as well as increase the transparency, integrity and efficiency of the organization.

---

## II. STRATEGY

### ***Proposed approach***

There is growing evidence that justice systems contribute to sustainable development and inclusive growth. The accessibility and efficiency of justice services directly affect the way legal disputes are resolved, government accountability is promoted, and businesses’ decisions to invest and enter contractual relationships.<sup>24</sup> In line with these, the Republic of Moldova has committed to “promote the rule of law at the national and international levels, and ensure equal access to justice for all”, as part of the Sustainable Development Goal (SDG) 16.

Acknowledging the critical role of the Ministry of Justice in organizing and coordinating the justice sector policy, the Project will strengthen the institutional and operational capacities of the institution to deliver on its mandate and advance the justice sector reform in line with the best practices and relevant standards of performance. To this end, the MoJ will be assisted to strengthen the cybersecurity capabilities to safeguard data and information when communicating internally and externally with partners inside and outside the government, enhance the opportunities for engagement and collaboration with persons with disabilities by increasing the accessibility of the MoJ premises, as well as supporting the MoJ’s efforts in

---

<sup>20</sup> World Economic Forum, *The Global Risks Report 2022*,

[https://www3.weforum.org/docs/WEF\\_The\\_Global\\_Risks\\_Report\\_2022.pdf](https://www3.weforum.org/docs/WEF_The_Global_Risks_Report_2022.pdf)

<sup>21</sup> For instance, the global average cost of a data breach amounts to USD 3.86 million.

<https://www.checkpoint.com/cyber-hub/cloud-security/what-is-cloud-native-security/the-biggest-cloud-security-challenges-in-2021/>

<sup>22</sup> <https://www.weforum.org/agenda/2020/12/cyber-risk-cyber-security-education>

<sup>23</sup> <https://www.infosecurity-magazine.com/news/insider-threats-reponsible-for-43/>

<sup>24</sup> Understanding Effective Access to Justice (Workshop Background Paper, April 2016), <http://www.oecd.org/gov/Understanding-effective-access-justice-workshop-paper-final.pdf>

setting up efficient and comprehensive monitoring and coordination mechanisms for the justice sector strategy implementation.

This intervention will, to the extent possible, build on the development assistance previously provided through INL and UNDP interventions in the justice field. The activities and expected results of the Project are designed to help the Ministry of Justice to advance the internal modernization efforts and achievement of strategic objectives set. Taken together, the changes in institutional capabilities of the Ministry, supported through this Project, should also contribute to increased public trusts in governance, more confidence in and support for the justice sector reform, enhancing system's performance and, ultimately, the integrity of the law.

The project will also focus on possible gender imbalances or influences. Efforts will be made to ensure that Project activities engage both men and women and reflect balance and inclusion.

### **Theory of Change**

The **overall objective** of the Project is to strengthen the capabilities of the Ministry of Justice of Moldova to deliver on the justice reform mandate.

The overall theory of change of the Project is that,

**if**

the Ministry of Justice has enhanced cybersecurity capabilities, becomes more accessible and inclusive for the persons with disabilities and is supported to establish an efficient mechanism for the monitoring and coordination of the justice sector strategy implementation,

**then**

prerequisites for an increased confidence in and support for the justice sector reform in Moldova will be enabled,

**because**

the Ministry of Justice will be better equipped with tools and capacities used to advance the justice sector reform in Moldova in line with the institution's mandate.

### **Strategic framework**

This intervention will respond to one of the priority areas established within the Republic of Moldova-United Nations Sustainable Development Cooperation Framework 2023-2027 (UNSDCF)<sup>25</sup>, which highlights the need for continuous support in promoting participatory and human rights-based governance, rule of law, peace and security, human rights, gender equality and non-discrimination – Outcome 2: *By 2027, more accountable and transparent human rights-based and gender-responsive governance empowers all people of Moldova to participate in and to contribute to development processes.* This is further supported and elaborated in the UNDP Country Programme Document for the Republic of Moldova (2023-

---

<sup>25</sup> <https://moldova.un.org/en/209252-republic-moldova-united-nations-sustainable-development-cooperation-framework-2023-2027>

2027)<sup>26</sup> under the Output 2.2: *Rule of law institutions have strengthened capacities to protect human rights, expand access to justice and legal remedies to ensure social cohesion and security for all.*

Guided by the “leaving no one behind” principle, this intervention will also contribute to advancing the fulfillment by the Republic of Moldova of 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”, focusing particularly on target 16.3 “Promote the rule of law at the national and international levels and ensure equal access to justice for all”.

The SDG target, addressed through this project, is important for the implementation of many other targets, such as target 5.1 (end gender discrimination), target 5.2 (end family violence), target 8.7 (eradicate work exploitation), target 8.8 (protect labour rights), target 10.2 (promote inclusion), target 10.3 (eliminate discriminatory practices), target 15.7 (end poaching), target 16.1 (reduction of violence), target 16.2 (end children abuse), target 16.4 (reduce organized crime and arms trafficking), target 16.5 (reduction of corruption), target 16.6 (open institutions), target 16.10 (access to public information).<sup>27</sup>

Furthermore, the proposed development intervention responds to the priorities established in the U.S. Mission’s Integrated Country Strategy for Moldova<sup>28</sup> by contributing to the Mission Objective 1.1: “A Moldovan democracy consolidated through equally applied rule of law, capable and responsive institutions, credible elections, active and participatory civil society, and respect for universal human rights”.

### **Comparative advantages**

UNDP has relevant experience and expertise in engaging in this type of interventions. The productive previous experience of working with the Ministry of Justice, reaching positive and sustainable development results, demonstrates UNDP’s comparative advantage in institutional capacity building in support of structural reforms, including in the justice area. Through its impartiality and commitment to the principle of long-term engagement, UNDP can help facilitate transition activities and is able to achieve sustainable results on the ground.

UNDP has also strong capacities in advancing digital transformation and applying innovations, being a pioneer in implementing new solutions for sustainable development. In the Republic of Moldova, UNDP has been working on the niche of digital transformation for the past several years and has accumulated experience and lessons learned to further improve programme delivery.

UNDP’s track record of delivering quality results through effective project management is well recognized. According to an EU Results-Oriented Monitoring report, UNDP’s logistical and management capacities are among its strongest assets. UNDP’s legal framework and capabilities in place in Moldova allows the organization to provide significantly better value for money, due to savings produced by efficient procurement mechanisms, low overhead costs, as well as tax exemption (e.g. VAT) for development activities.

---

<sup>26</sup> <https://www.undp.org/sites/g/files/zskgke326/files/2022-09/N2240592.pdf>

<sup>27</sup> Adapting the 2030 Agenda on Sustainable Development to the Context of the Republic of Moldova, <https://moldova.un.org/en/23601-adaptation-agenda-2030-context-republic-moldova>

<sup>28</sup> [https://www.state.gov/wp-content/uploads/2022/07/ICS\\_EUR\\_Moldova\\_Public.pdf](https://www.state.gov/wp-content/uploads/2022/07/ICS_EUR_Moldova_Public.pdf)

Clear and transparent procurement procedures underpin UNDP's capacities to engage in development interventions. UNDP has extensive experience and knowledge in delivering complex IT equipment and digital solutions, dealing with large infrastructure cases or providing high quality expertise and human capital. Considering the peculiarities of each case, specialized expertise is contracted to ensure the procurement and contract management processes (business analysis, definition of specifications, evaluation of offers, technical monitoring of contract execution, etc.) meet the needs and comply with the industry requirements.

---

### III. RESULTS AND PARTNERSHIPS

#### ***Expected Results***

The achievement of Project's general objective will be further advanced by delivering the following Project outputs:

#### **1. Enhanced cybersecurity capabilities at the MoJ headquarters**

Increasingly relying on technologies to manage various processes and interactions creates a more complex cyberthreat landscape and a growing number of critical failure points. While the use of various technologies can increase the efficiency, quality and productivity, they also expose users to elevated and pernicious forms of digital and cyber risks.<sup>29</sup>

The MoJ is in charge of developing and managing a diverse digital ecosystem in the justice sector, harnessing the potential of information technologies to advance structural changes in this field. At the same time, critical and, at some point, confidential information used by the MoJ staff in exercising their duties, raise the exposure of these operations and data to potential risks of breaches and loss. Outdated systems and technologies, in use at the MoJ headquarter, amplify these risks. Thus, investment in upgrading the hardware infrastructure of the institution is needed to make the MoJ more resilient to eventual cyber threats.

Considering the various difficulties the MoJ faces in strengthening its cyber resilience (including limited understanding of cyber vulnerabilities the institution is dealing with, insufficient and outdated hardware to underpin a solid response to a cyber threat, limited cybersecurity skills), targeted assistance will be provided to support the Ministry of Justice in strengthening institution's digital health and putting in place cybersecurity solutions and tools to safeguard critical data flows and operations.

The following interventions will be implemented through this project component:

- Conduct a cybersecurity audit at the MoJ headquarter to assess the institution's security program related to processes, technology (hardware/software/applications) and capacities/resources and inform the mitigation actions/strategies to be undertaken in order to reduce the vulnerabilities and strengthen the cyber resilience.
- Enhance the technology component of the MoJ's cybersecurity framework by providing modern hardware, software applications and installation/configuration services to support boosting cyber resilience of the institution. Building on the preliminary list of

---

<sup>29</sup> World Economic Forum, *The Global Risks Report 2022*,  
[https://www3.weforum.org/docs/WEF\\_The\\_Global\\_Risks\\_Report\\_2022.pdf](https://www3.weforum.org/docs/WEF_The_Global_Risks_Report_2022.pdf)



required equipment defined by the MoJ, the equipment and software solutions to be delivered, installed and configured with Project's support will be synchronized with the findings and recommendations of the cybersecurity audit, mentioned above.

- Upgrade the MoJ's server room/data center premises to comply with relevant national security requirements.
- Conduct third-party testing of the upgraded MoJ's IT infrastructure to confirm full compliance of implemented solutions with the intended performance.

The MoJ will provide the necessary technical information and documentation relevant for the purpose of the interventions described above and will actively engage in defining the scope of work for the installation/configuration services, testing cases or other related tasks. The MoJ will also lead on the dialogue with relevant national stakeholders (for instance, STISC) to the extend relevant for the planned interventions. To support the sustainability of investments made, the MoJ will undertake measures to ensure an appropriate maintenance budget.

## **2. Accessibility of persons with disabilities to the MoJ premises promoted**

Ensuring accessibility to public institutions and services they are delivering is at the core of exercising the entire range of rights by the persons with disabilities. In the last Concluding Observations on Moldova (2017)<sup>30</sup>, the UN Committee on the Rights of Persons with Disabilities expressed concerns regarding the overall lack of accessibility for the persons with disabilities in Moldova and about the insufficient implementation of guarantees relating to accessibility, stipulated in the national legislation, and to eliminate obstacles and barriers relating to access to facilities and public services.

Considering the MoJ's policy-making mandate, which should be inclusive and accessible, the Project will support the MoJ to enhance the physical accessibility of the headquarter premises following the concepts of reasonable accommodation and universal design. Based on the assessment of accessibility of the MoJ main entrance, conducted by the Centre for the Rights of Persons with Disabilities in 2021, interventions under this project component will focus on undertaking the necessary infrastructure improvements (changing doors, interior finishing works, expanding the area near the platform lift, tactile paving, replacing the platform lift, installing a stairlift, etc.) in order to increase the level of accessibility of the main entrance and the connected areas and other facilities on the 1<sup>st</sup> floor of the MoJ main building, including a multifunctional meeting room and accessible restroom. The interventions will be designed employing a 'user-safari' approach, where persons with disabilities, experts in accessibility and MoJ officials are engaged to co-create the most appropriate technical solution, adapted to the needs of the end users. A post-implementation assessment of accessibility will be conducted by an organization of people with disabilities (OPD) to confirm the full compliance with the agreed technical solutions.

UNDP will engage an engineering consultant to provide technical advice and oversee the implementation of agreed technical solutions in accordance with industry regulations. All interventions will be done based on technical designs, developed in line with the applicable

---

<sup>30</sup>

[https://tbinternet.ohchr.org/\\_layouts/15/treatybodyexternal/Download.aspx?symbolno=CRPD%2fC%2fMDA%2fCO%2f1&Lang=en](https://tbinternet.ohchr.org/_layouts/15/treatybodyexternal/Download.aspx?symbolno=CRPD%2fC%2fMDA%2fCO%2f1&Lang=en)

national regulations. The technical design services and civil works will be contracted through a competitive bidding in line with UNDP procurement rules and procedures.

The MoJ will provide the available technical information and documentation related to the proposed infrastructure interventions and will engage, when necessary and indicated, with other relevant national authorities in the process of authorization of works to be undertaken and/or commissioning of civil works completed with Project's support.

### **3. Justice strategy implementation secretariat supported**

Playing a leading role in coordinating and advancing the justice sector strategy, the MoJ has the task to organize a mechanism for the comprehensive and coherent tracking of progress achieved in the implementation of the strategy. To this end, the Project will staff and support (by providing necessary equipment, specialized software and training) a justice strategy implementation secretariat cell (consisting of two persons – one lead consultant and one national consultant) to boost the coordination and monitoring capacities of the MoJ. In addition, this secretariat cell will assist the MoJ in ensuring a donor coordination mechanism in support of Justice Strategy implementation. Capacity building on gender sensitive monitoring and evaluation and reporting will be provided to ensure a better integration of gender dimension throughout the justice strategy coordination and monitoring efforts.

The interventions under this Project component will build on the similar support provided by the INL through the ABA/ROLI in Moldova. The staff engaged by the ABA/ROLI to join the secretariat cell will have advantage during contracting processes in line with UNDP rules and procedures.

The consultants will ensure analytical and advisory support, facilitating the communication and cooperation with different stakeholders, including minority and vulnerable groups, on Justice Sector Strategy. The consultants will also ensure a constant knowledge transfer and sharing with relevant MoJ subdivisions and staff strengthening the beneficiary's capacities to engage in strategic reform processes. More specific tasks will be defined in the Terms of Reference for the assignment.

The MoJ will provide the consultants with an appropriate working space, telephone landline connection, access to internet and other reasonable facilities available.

#### ***Resources Required to Achieve the Expected Results***

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

The project team structure is designed to cover all intervention areas of the project. UNDP Country Office will provide programmatic support (planning, monitoring, reporting to Donor) and Project's quality assurance, as well as support to procurement processes, management of the Project budget and finance, human resources and administrative matters on a cost recovery basis.

The resources required are documented in the project budget, as necessary for delivering the above-described assistance and achieving the expected results, as well as project administration and quality assurance.

Overall, the project budget is estimated at USD 820,000 to be provided by the U.S. Government/INL. A detailed breakdown of costs is presented in the attached Multi-Annual Work Plan. UNDP might undertake further resource mobilization efforts through the engagement with other Donors, as necessary.

### ***Partnerships***

The Project will engage with the Ministry of Justice as the main project beneficiary for the achievement of objectives set and ensuring national ownership over and sustainability of the results achieved. The Project will build on the already existing successful partnership that UNDP has with the MoJ under other development initiatives, including enhancing access to justice, strengthening the forensic system through legal reforms, institutional transformations and digitalization.

Coordination with projects and interventions in the sector, supported by other development partners (EU, Sida, etc.), will be sought to ensure synergies in achieving sector wide transformation. Synergies with other UNDP interventions in the Republic of Moldova focusing on acceleration of digital transformation or advancing the rights of persons with disabilities will be also facilitated to capitalize on practical experiences gained and lessons learned, to the extent relevant for the Project.

### ***Risks and Assumptions***

Risks have been identified as part of the formulation process and captured in the risk log, attached herewith as an Annex. The Project implementation shall span over 18 months that might coincide with important events and reforms in the country, some of which can be anticipated and carefully factored into Project plans, while others will require the Project to adjust as unfolding.

The Project team will consider the specific circumstances (e.g., political context, Covid-related situation, regional humanitarian and security crisis, flow of refugees etc.) existing at the moment of implementation, and will plan and implement the activities with caution, including the timing and feasibility of activities.

Throughout the implementation period, the Project shall maintain an apolitical focus, which ensures the possibility to continue the operation and interaction with all the stakeholders during and after the politically charged periods. The Project Risk Log shall be maintained throughout the Project implementation to capture potential risks and associated mitigation measures.

The Project's success depends upon a long-term commitment of Project partners to patiently work over the course of an extended period of time to find the most effective and sustainable solutions. It is assumed that internal factors such as Project design or Project team will perform at the highest level. It is also assumed that external factors, such as experts' quality, and stakeholder effort will all be strong. The Project results depend also on the assumptions that:

- 1) There is a strong political will to advance the justice sector reform to improve the quality of services delivered and enhance the professionalism, transparency, accountability and inclusiveness in the sector;
- 2) Implementing partner (MoJ) has a strong ownership over the Project and effectively engage in its implementation and offer its time, staff and potentially financial (or in-kind) resources;
- 3) Project partner commits to sustain and further develop, including through planned budget allocations, the results achieved with Project support;
- 4) A strong donors' coordination mechanism in the justice sector is in place;
- 5) Project resources are sufficient to meet the identified needs and implement the activities agreed.

### ***Stakeholder Engagement***

Effective stakeholders' engagement is one of the key success factors for the Project's implementation and UNDP will capitalize on the wide experience and methodologies that exist in the organization to ensure "no one is left behind". The project envisages strong coordination among different stakeholders to achieve the expected results.

The Ministry of Justice is the main stakeholder engaged in the Project implementation. The MoJ will act both, as core actor, contributing to the sustainable implementation of the Project activities, as well as beneficiary – reaping the benefits of achieved results.

The institution will undertake specific responsibilities, meant to facilitate Project implementation (as described above in *Expected Results* compartment), including by ensuring the necessary allocation of resources (human resources, office space, post-implementation maintenance, etc.) and swift decision taking on matters important for Project's progress.

### ***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)<sup>31</sup> 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 cooperation 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 and 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

---

<sup>31</sup> <https://digitallibrary.un.org/record/826679>

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.

### **Knowledge**

A specific focus shall 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 shall be produced as part of project implementation, namely audit reports, terms of reference, activity reports and progress reports, etc. Experiences and achievements in the operation areas will be documented, to the extent possible, and shared to inform sector-wide policy change and reform initiatives at the national and/or sub-national levels. At the same time, the project shall produce and disseminate through media outlets and social networks various media products, to inform and educate the public through vivid examples about the Projects methodologies and results.

### **Sustainability and Scaling Up**

The process initiated by the Project will have systematic and significant implications at institutional and service provision levels, having a sustainable impact both at the national and sub-national levels.

The intervention strategy shall focus on ensuring the lasting effect of the results achieved at all stages of work, by:

- **working through existing institutions and building proactive institutional partnerships** – all Project activities will be implemented with a well-established partner (Ministry of Justice) whose institutional and professional capacities will be further enhanced to improve the overall quality of work of involved institution. The Project will ensure a full and active engagement of targeted stakeholders at all stages of project implementation, thus ensuring the transfer of relevant experience and good practices to beneficiary institution. The efforts to enhance cybersecurity capabilities of project beneficiary will contribute to establishing stronger and cyber resilient entity in the long-run;
- **fostering ownership and internalization of Project results** – as the Project aims to strengthen the institutional capacities of the MoJ to deliver on its mandate and will support transformations to ensure that ‘no one is left behind’, the investment will stay with the partner institutions and staff, as well as will be transformed into skills for more active sector-wide engagement. The Project will build capacities by implementing activities in a calibrated way, considering national capabilities for Project implementation and creating conditions for context-specific solutions to emerge, which can be shared, all increasing the sustainability of the Project interventions;
- **gearing self-multiplication mechanism** – the Project will work to leave behind a core group of professionals who are well prepared to continue the work and ensure that results do not only hold up, but that additional progress is made. Hence, the Project builds the multilateral capacity of stakeholders, transferring knowledge and skills rather than theories, and ensuring their buy-in and holding them accountable from the Project onset.

---

## **IV. PROJECT MANAGEMENT**

### **Cost Efficiency and Effectiveness**

The proposed strategy is expected to deliver maximum results while making the best use of available resources, offered by the U.S. Government/INL. Further resource mobilization efforts through the engagement with other Donors will be undertaken as necessary. The Project will look for synergies with other projects in the democratic governance, justice and human rights, digital transformation fields (or beyond) that might allow for joint activities and for cost-sharing of activities to achieve higher value for money. The Project will also use, where applicable, the cost-saving Long-Term Agreements with providers of certain goods and services, available for the UN Country Team agencies. The Project will ensure sharing relevant expertise and implementing joint procurement with other UNDP projects, when suitable.

Throughout the project implementation, the Project team shall maintain primary attention on other ongoing and planned initiatives (inside and outside of UNDP) and actively explore possible synergies and opportunities for co-ordination and co-operation to ensure complementary rather than overlapping activities. Consultations with key public authorities, other donors and financing entities will be conducted throughout the implementation in combination with required adaptive management, thereby seeking to ensure the most cost-effective and results oriented use of the Donor's resources assigned for the Project.

### **Project Management**

The implementation and monitoring of the project activities will be carried out by UNDP in accordance with its applicable regulations, rules, directives and procedures. 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 the quality assurance, ensuring the timely and expedient implementation of Project 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, as described in the table below:

<b>Support Services</b>	<b>Schedule for the Provision of the Support Services</b>	<b>Cost to UNDP of providing such Support Services</b>	<b>Amount and Method of Reimbursement of UNDP</b>
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 <sup>32</sup>	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 I-PSA/N-PSA holders, personnel management services and banking administration, etc.			
Procurement of services and goods, including evaluation,			

<sup>32</sup> <https://popp.undp.org/SitePages/POPPSubject.aspx?SBJID=184&Menu=BusinessUnit>

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 require office facilities and equipment to ensure functionality and operability of the Project, including computers, copy machine, phones, maintenance and utilities costs, etc. The Project Team will have a possibility to take part in staff development activities in country or abroad, as well as to accompany representatives of beneficiary/partner institutions in the study visits (if organized) 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 the 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 last audit of UNDP Moldova conducted by the UNDP Office of Audit and Investigations (OAI) in March-April 2018, covered the period 01 Jan 2017-31 Jan 2018. OAI assessed<sup>33</sup> 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". Satisfactory performance was noted in the following relevant areas: governance, human resources management, procurement, financial resources management.

<sup>33</sup> Audit of the UNDP Country Office in the Republic of Moldova, Report no. 1928 (23 May 2018), [http://audit-public-disclosure.undp.org/view\\_audit\\_rpt\\_2.cfm?audit\\_id=1928](http://audit-public-disclosure.undp.org/view_audit_rpt_2.cfm?audit_id=1928)

## **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 (2018) has been satisfactory and there were no corruption cases identified at UNDP Moldova.

All Project staff will undertake the UNDP mandatory training courses on anti-corruption and on ethics during the project inception phase.

Accountability of managers at the country level is prescribed in UNDP's Programme and Operations Policies and 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 donor's 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 donor(s), may be placed into creative commons.



**V. RESULTS FRAMEWORK**

**UNDP Country Programme Document 2023-2027, Outcome 2: By 2027, more accountable, and transparent, and transparent, human rights based and gender responsive governance empowers all people of Moldova to participate in and to contribute to development processes**

**Outcome 2 indicators as stated in the Country Programme Document 2023-2027, including baseline and targets:**

**Indicator:** % of people who trust governance institutions (Parliament, Government, Justice) by sex and urban/rural status  
*Baseline (2021)*

- Parliament – Total: 15%; Men/Women: 14%/16%; Urban/Rural: 15%/15%;
- Government – Total: 19%; Men/Women: 16%/21%; Urban/Rural: 18%/19%;
- Justice – Total: 19%; Men/Women: 18%/19%; Urban/Rural: 20%/18%;

*Target (2027)*

- Parliament – Total: 30%; Men/Women: 30%/30%; Urban/Rural: 30%/30%;
- Government – Total: 30%; Men/Women: 30%/30%; Urban/Rural: 30%/30%;
- Justice – Total: 30%; Men/Women: 30%/30%; Urban/Rural: 30%/30%;

**Indicator:** World Justice Project rule of law index (selected factors)

*Baseline (2021):*

- Overall score: 0.51
- Absence of corruption: 0.36
- Open government: 0.57
- Order and security: 0.81

*Target (2027):*

- Overall score: 0.53
- Absence of corruption: 0.40
- Open government: 0.60
- Order and security: 0.83

**Applicable Output(s) from the UNDP Strategic Plan 2022-2025:**

2.2 Civic space and access to justice expanded, racism and discrimination addressed, and rule of law, human rights and equity strengthened					
<b>Project title and Atlas Project Number:</b> Strengthening the capacities of the Ministry of Justice of Moldova to deliver on the justice reform mandate (Award XXXX, Project ID XXXX)					
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS
			Value (2022)		By the end of the project
1. Enhanced cybersecurity capabilities at the MoJ headquarters	1.1 Level of progress made in upgrading the MoJ's IT infrastructure	Project reports, external testimony	Outdated IT infrastructure prone to high cybersecurity risks		MoJ's IT infrastructure upgraded and provide a first level of protection against the cybersecurity risks
	1.2 Third-party testing of the upgraded MoJ's IT infrastructure successfully passed (Yes/No)	Project reports, third-party testing reports	No		Yes
	1.3 Percentage of incident management/ response cases handled inhouse using the capabilities of the upgraded IT infrastructure	Project reports, incident management/ response reports	0		90
2. Accessibility of persons with disabilities to the MoJ premises promoted	2.1 MoJ premises are fully accessible for people with disabilities as attested by third-party assessments (Yes/No)	Project reports, third-party assessment reports	No		Yes

3. Justice strategy implementation secretariat supported	3.1 Monitoring and coordination mechanisms for tracking the progress of justice strategy implementation in place (Yes/No)	Project reports, external testimony	No	Yes
--	---	-------------------------------------	----	-----

<p>Yes</p>	<p>Yes</p>	<p>Yes</p>	<p>Yes</p>	<p>Yes</p>
------------	------------	------------	------------	------------

## VI. MONITORING AND EVALUATION

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 will include 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, the 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 components) 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.

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	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Annually, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	N/A	Project Management and Project Quality Assurance costs
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log (Annex 4). This includes monitoring measures and plans that	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to	N/A	Project Management and Project Assurance costs

	may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.		keep track of identified risks and actions taken.		
<b>Learn</b>	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 on the Project Reports and used to inform management decisions.	N/A	Project Management and Project Quality Assurance costs
<b>Annual Project Quality Assurance</b>	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.	N/A	Project Management and Project Quality Assurance costs
<b>Review and Make Course Corrections</b>	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 Steering Committee and used to make course corrections.	N/A	Project Management, Project Quality Assurance and the Project Steering Committee meetings costs
<b>Project Report</b>	A progress report will be presented to the Project Steering Committee and key stakeholders, consisting of progress	Annually, and at the end of the	Project Reports will be drafted by the project management, reviewed for quality	N/A	Project Management and Project

	data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	project (final report)	assurance purpose, presented to, discussed and voted by the project Steering Committee, and used for project progress documentation and decision making.	Quality Assurance costs
<b>Project Review (Project Board)</b>	The project's governance mechanism (project Steering Committee) will hold regular project reviews to assess the performance of the project 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 Steering Committee 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.	Annually, or more frequently if deemed necessary	Any quality concerns or slower than expected progress should be discussed by the project Steering Committee and management actions agreed to address the issues identified.	Project Management, Project Quality Assurance and Project Steering Committee meetings costs

### Evaluation Plan

Evaluation Title	Partners (if joint)	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Programme Evaluation	N/A	N/A	N/A	N/A	N/A

---

## VII. MULTI-YEAR WORK PLAN – ANNEX 1

---

### VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented under the Support to the National Implementation Modality (Support to NIM). This means that the Project beneficiary (Ministry of Justice) will be responsible for the general decision-making and implementation of Project activities, while UNDP Country Office (CO) will provide quality assurance and support services to the Project. In addition, UNDP CO will ensure project accountability, transparency, effectiveness and efficiency in implementation. The support services provided by the project may include: (i) identification and/or recruitment of project personnel; (ii) procurement of goods and services; (iii) financial services.

A senior official representing the Ministry of Justice will act as the National Coordinator of the Project and will be responsible for the overall implementation of the Project. The National Coordinator's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The National Coordinator should ensure that the project provides value for money, ensuring a cost-efficient approach to the activities, balancing the demands of the beneficiary and supplier. In addition, the National Coordinator is responsible for convening and chairing the Project Steering Committee meetings, certifying the Project Annual Work Plans and Budgets approved by the Steering Committee, certifying the Budget Revisions generated by UNDP financial system, as necessary, and certifying Quarterly and Annual Project Combined Delivery Reports (CDR) generated by UNDP financial system.

A Project team will assist the Project beneficiary in the implementation of the Project.

A Project Steering Committee shall be set up and function as an overall management structure for the Project to oversee transparency, accountability and efficiency of the Project operations as well as assess opportunities, risks and political challenges and link the project to other relevant Government and development partners' initiatives. Most importantly, the Steering Committee will approve the Annual Work Plans, the Progress Reports and the Final Report prepared by the Project team and will take decisions on changes in Project activities or financial allocations, if any.

The Project Steering Committee will hold annual meetings. More frequent meetings of the Project Steering Committee may be organized, if deemed necessary, in person or virtually. The Committee will monitor the Project progress, will decide on strategic decisions to ensure continued coherence between the implementation and the goals and objectives, will decide on the annual work plans and budgets, will revise and adjust the annual plans and budgets, as necessary. All the other matters will be decided by the UNDP Project team on a daily basis.

The Project Steering Committee shall tentatively include representatives of:

- Ministry of Justice (National Coordinator);
- UNDP;
- U.S. Embassy/INL;
- Agency for Legal Information Resources/Ministry of Justice;
- IT and Cybersecurity Service (STISC);
- Civil society organizations/Organizations of persons with disabilities;
- Other multilateral or bilateral partners (EUD, Sida, etc.).

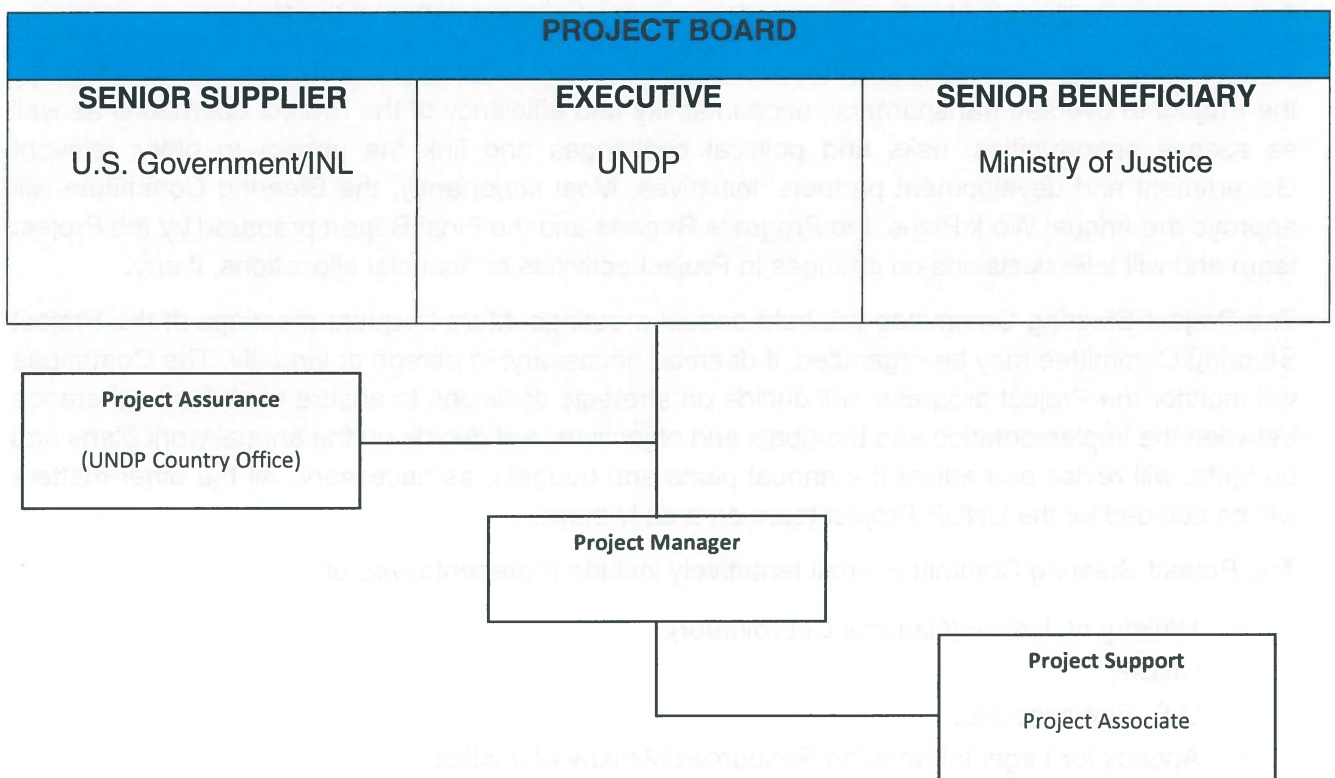
The effective and efficient implementation of all activities will be ensured through a Project Team that will be staffed in line with UNDP policies, rules and regulations. The Project Team will include:

- Project Manager – has the authority to run the Project on a day-to-day basis on behalf and within the limits laid down by the Project Steering Committee;
- Project Associate – responsible for performing financial, administrative, procurement and other duties related to the implementation of Project activities.

The Project Team will ensure close coordination of the project activities with other relevant programmes, projects and initiatives to avoid possible duplication. The Project Team will ensure results-based project management and successful implementation of the project, close monitoring and evaluation of project progress, observance of procedures, transparency and efficient use of funds, quality of works, and the involvement of national and local stakeholders in the decision-making processes.

Project Quality Assurance is a key element of the PRINCE2 management method, upon which the Project Management Arrangements are based. ‘Assurance’ is essentially an independent audit function, whereby the Project Steering Committee is able to monitor progress against agreed work plans. The Project Quality Assurance role supports the Project Steering Committee by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project milestones are managed and completed. On behalf of UNDP, the UNDP Effective Governance Programme Analyst 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.

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 agreements.





---

## IX. 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 02 October 1992 and the Amendment of the same of 05 July 1997. 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 its corporate financial regulations, rules, practices and procedures.

---

## X. RISK MANAGEMENT

1. 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.
2. 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.
3. 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 United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>.
4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
  - (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General’s Bulletin ST/SGB/2003/13 of 9 October 2003, concerning “Special measures for protection from sexual exploitation and sexual abuse” (“SEA”).
  - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the

implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment (“SH”). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:
    - i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
    - ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
    - iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
    - iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
    - v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
  - b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
6. 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>).

7. The Implementing Partner shall: (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.
8. 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.
9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds.
10. In the implementation of the activities under this Project Document, UNDP places reasonable reliance upon the Implementing Partner for it to apply its laws, regulations and processes, and applicable international laws regarding anti money laundering and countering the financing of terrorism, to ensure consistency with the principles of then in force the UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy.
11. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
12. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner 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](http://www.undp.org).
13. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', 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 the Implementing Partner to find a solution.
14. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption or other financial irregularities with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates

to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

15. The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularity, 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.

16. Each contract issued by the Implementing Partner 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 the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
17. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, 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.
18. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled “Risk Management Standard Clauses” are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

---

## **XI. Annexes**

- 1. Multi-Year Activity Plan and Budget**
- 2. Project Quality Assurance Report – in UNDP on-line internal system**
- 3. Project’s Social and Environmental Screening**
- 4. Risks Log**
- 5. Project Board Terms of Reference**