



PORTFOLIO PROGRAMME DOCUMENT

Republic of Moldova

Programme Title: Accelerating a Just Energy Transition in Republic of Moldova

Programme Number: 01000952

Implementing Partner: UNDP (DIM)

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Brief Description

The Republic of Moldova is currently facing a pressing development challenge characterized by an energy crisis and soaring energy prices. This crisis has had severe consequences, including high inflation, potential recession, and a significant decline in GDP. Moldovan households, particularly those in rural areas, women, and people with disabilities, have been disproportionately affected by energy poverty, with a substantial portion of their income dedicated to energy expenses. In response to these challenges, the Government, in collaboration with the UNDP, has implemented various interventions.

One key milestone in addressing energy security is the establishment of the Energy Vulnerability Reduction Fund (EVRF). This fund aims to mitigate the impact of increased energy tariffs on energy-poor and vulnerable households, reducing their vulnerability to energy and income poverty. In addition, comprehensive efforts have been made to address the energy crisis comprehensively. These efforts include the development of legislative and regulatory frameworks, capacity building of key energy stakeholders, awareness-raising campaigns, crisis communication strategies, and practical pilot initiatives. These interventions aim to tackle both the immediate challenges and the underlying causes of the energy crisis, setting the stage for a sustainable and equitable future.

Recognizing the importance of a just energy transition in addressing the root causes of the energy crisis and ensuring a sustainable future, the Programme "Accelerating a Just Energy Transition in the Republic of Moldova" has emerged. The Programme's interventions have been carefully co-designed with energy stakeholders to ensure their relevance and effectiveness. It takes a systemic approach, considering the interconnections and interdependencies among various components of the energy system.

The Programme aims to achieve five key ambitions/outputs, co-designed with energy stakeholders:

- (1) Accelerate Energy Diversification and Efficiency:** By supporting the modernization of infrastructure, buildings, and the grid, the Programme aims to increase access to renewable energy sources, promote energy efficiency, and encourage investment in renewable energy and innovative technologies.
- (2) Decarbonizing Industries and Economic Sectors:** The Programme seeks to drive the decarbonization of various economic sectors such as construction, transportation, agriculture, and the private sector. It aims to promote sustainable practices, share green business models, and develop vocational skills for the green energy sector to create equitable employment opportunities and support the transition to a low-carbon economy.
- (3) Foster Sustainable Consumption Patterns:** Through comprehensive public awareness campaigns and educational materials, the Programme aims to deepen understanding of energy efficiency and renewable energy among community members, business leaders, and government agencies. It strives to promote behaviour change towards sustainable energy practices, particularly among vulnerable populations.
- (4) Strengthen Inclusive Energy Governance:** The Programme recognizes the importance of inclusive energy governance at both the national and local levels. It aims to strengthen the capacity of relevant institutions and stakeholders to effectively govern and manage the energy sector. By promoting transparency, accountability, and participation, the Programme seeks to ensure that

decision-making processes related to energy transition are inclusive, empowering all segments of society, including marginalized groups.

- (5) Addressing Energy Vulnerability and Promoting Resilience:** One of the Programme's primary focus is to address energy vulnerability and promote resilience among households and businesses. It will provide further support to the Government in improving and implementing compensation mechanisms, including the established an on-bill compensation mechanism targeting the households by level of vulnerability. This intervention aims to provide immediate relief to energy-poor households and the private sector, while also fostering long-term energy resilience and efficiency. The Programme places a strong emphasis on meeting the energy needs of vulnerable groups, prioritizing affordability, reliability, and sustainability. To this end, it will explore conceptualisation of decentralized energy solutions, off-grid options, and harness the role of energy access in conflict and disaster recovery efforts, livelihoods, and social inclusion.

The Programme acknowledges that technological innovation, finance, and digitalization are fundamental elements in the energy transition process. However, it adopts an integrated approach that extends beyond these aspects to encompass other critical areas, such as good governance, social protection, and gender equality within the current context of the country.

Through an integrated approach that prioritizes social and gender considerations and promotes good governance practices, the Programme aims to achieve a comprehensive and inclusive energy transition that is sustainable and effective in its impact.

The Programme's theory of change is closely aligned with the UNSDCF and Country Programme Results and Resource Framework, particularly Outcome 4. By achieving the outlined outputs and outcomes, the Programme will contribute to Outcome 4 of the UNSDCF, fostering green and resilient development, sustainable use of natural resources, and climate change action in Moldova.

Contributing to UNDP CPD Outcome 4
Indicative Output(s) with gender marker:
Output 4.2 (marker: GEN2);

Total resources required:	USD 50,000,000.00	
Total resources allocated:	UNDP:	115,000.00
	Donors:	10,000,000.00
	Government:	
	In-Kind:	
Unfunded:	USD 39,885,000.00	

Agreed by (signatures):

UNDP:
DocuSigned by: <i>Daniela Gasparikova</i> DE7DB4C2DA724A5... Daniela Gasparikova, Resident Representative
Date: 04-Jul-2023

I. DEVELOPMENT CHALLENGE

The development challenge addressed by the Programme, "Accelerating a Just Energy Transition in the Republic of Moldova," revolves around the need to address the critical development challenge of energy insecurity and uncertainty in the country.

Moldova is a lower-middle income country, and despite the latest economic progress, it is still the poorest country in Europe. The economy of the country has expanded by an average of 5% annually, however it is based on consumption supported by remittance. Real gross domestic product (GDP), measured in US dollars (USD) on the basis of purchasing power parity (PPP) at 2011 prices, increased by 100% from 2002 to 2018 according to the World Bank. Poverty is endemic to Moldova's society and economy. In 2020, the absolute poverty rate was 26.8% and extreme poverty was 10.8%.

Being one of the poorest countries in Europe, Moldova is extremely vulnerable to internal and external shocks. Due to severe structural problems and the current unsustainable economic growth model, the energy price and food price shocks will have a significant negative impact. Broken logistical and supply chains, dependence on imports of energy and exports in food produce and other commodities, potential drop in remittances from abroad and other related aspects will bring an important contraction in GDP and will significantly impact the incomes of the population, with particularly hard hit on income poor.

The gas crisis in Moldova entered a new dimension in the second half of 2021. Moldova heavily relies on imported energy resources, primarily natural gas, and oil. All gas is imported from one source and around 80% of electricity consumed in Moldova is generated by gas. The significant price increase has a direct impact on the final consumers. Despite the direct compensations in the bills offered by the government, the tariffs affected the low- and medium-income families, which had to pay more for heating and could afford less for other primary need goods and services.

As a result, the population, especially low and medium-income families, experiences the direct impact of the gas crisis, facing increased energy tariffs and reduced affordability for other essential goods and services. Energy poverty has emerged as a pressing concern, with a substantial percentage of households (estimated between 60% and 80% of the population) spending a sizeable portion of their income on energy expenses. This situation disproportionately affects vulnerable groups, including rural inhabitants, women, and people with disabilities, further exacerbating inequalities and exclusion.

To address these challenges and promote energy security, the Government with the support of the UNDP have undertaken a range of interventions.

A significant milestone in the energy security efforts is the establishment of the Energy Vulnerability Reduction Fund (EVRF). This fund aims to compensate energy-poor and vulnerable households for the increased energy tariffs, reducing their vulnerability to energy and income poverty.

In addition to the EVRF, several other efforts have been made to tackle the energy crisis comprehensively. These include the development of legislative and regulatory frameworks, capacity building of key energy stakeholders, awareness-raising campaigns, crisis communication strategies, and practical pilot initiatives. These multifaceted interventions aim to address both the immediate challenges and the underlying causes of the energy crisis, setting the stage for a sustainable and equitable future.

While the Government has made commendable efforts to enhance energy security, it has become evident that a just energy transition is essential for addressing the root causes of the energy crisis and ensuring a sustainable and equitable future.

Moreover, the existing geopolitical context accelerates the country's efforts reducing its vulnerability to external energy shocks, improve the reliability of energy supply, and promote sustainable and affordable energy for its citizens and businesses.

Following the developments of geopolitical situation Moldova has recognized the importance of energy security and achieving a just energy transition and has prioritized it in its strategic agenda and policies as follows:

1. **Increasing energy security:** Moldova has placed a strong emphasis on diversifying its energy sources to reduce dependency on a single supplier. This involves exploring alternative energy options such as renewable energy, improving energy efficiency, and increasing regional energy cooperation.
2. **Developing competitive energy markets and regional integration:** Fostering competitive energy markets is emphasized to promote efficiency, innovation, and fair market practices. The country also recognizes the significance of regional integration, encouraging collaboration and coordination within the region to optimize energy resources. The country implements projects promoting energy connectivity, such as the construction of interconnections with neighbouring countries.
3. **Promoting energy efficiency:** Recognizing the importance of efficient energy use, the country understands the need to implement measures that reduce energy consumption and improve energy efficiency across various sectors. The country is advancing implementation of energy efficiency programs and initiatives targeting different sectors, including buildings, industry, and transportation.
4. **Developing sustainable renewable energy:** Moldova has put a strong emphasis on the development and expansion of sustainable renewable energy sources, such as wind, solar and biomass, etc. This focus on renewables helps to reduce reliance on imported fossil fuels and promotes sustainable energy production.
5. **Consumer protection:** with the liberalization and improvement of energy market it is to be stressed the importance of consumer protection and ensuring that energy consumers have access to reliable and affordable energy services. By focusing on transparent pricing, consumer rights, and fair competition, Moldova aims to create a more efficient, competitive, and customer-oriented energy market. These efforts are crucial for safeguarding consumer interests, promoting market efficiency, and attracting investment in the energy sector.

Moldova's efforts to enhancing energy security and facilitating the energy transition is fortified by its ambition to join the European Union as a "candidate" country. In this capacity, the country is committed to aligning its policies with the EU's energy and climate acquis and diligently fulfilling the diverse obligations and criteria established by the European Union.

The country has reviewed of its strategic priorities, placing energy security and transition at the forefront of its national policies. Recognizing the significance of continued energy market reform, the country emphasizes the importance of strengthening competition and transparency within the sector. In this regard, the European Union (EU) has urged Moldova to ensure that its energy sector reform adheres fully to the Energy Community acquis and aligns with the EU Third Energy Package. Furthermore, the EU has expressed its support for Moldova's objective to synchronize its electricity network with the Continental European Network (CEN), a pivotal step towards integrating into the EU energy system and market.

To this end, the Programme, "**Accelerating a Just Energy Transition in the Republic of Moldova**" has emerged as a response to the need for promoting a comprehensive and systemic approach to drive a just energy transition.

To achieve this goal, the Programme focuses on leveraging innovative and collaborative solutions while actively engaging with energy stakeholders. It places significant emphasis on data collection, analysis, and utilization to inform decision-making and policy formulation. Robust monitoring and evaluation systems will be established to effectively track the progress of the energy transition.

Gender equality is a fundamental aspect of the Programme 's vision, with a commitment to integrating gender considerations throughout all activities and interventions. The aim is to promote equal participation and opportunities for women in the energy sector.

Finally, the "Accelerating a Just Energy Transition in the Republic of Moldova" Programme is fully aligned with the government's vision for a sustainable and equitable energy transition. Through collaboration with key stakeholders, innovative interventions, and capacity building initiatives, the Programme aims to create an enabling environment for this just transition. Its ultimate goal is to contribute significantly to the achievement of Sustainable Development Goal 7 and its associated targets.

The Programme's theory of change detailed below is closely aligned with the UNSDCF and Country Programme Results and Resource Framework, particularly Outcome 4. By achieving the outlined outputs and

outcomes, the Programme will contribute to Outcome 4 of the UNSDCF, fostering green and resilient development, sustainable use of natural resources, and climate change action in Moldova.

II. STRATEGY

Approach:

The Programme acknowledges the complexity and uncertainty of the energy crisis in the Republic of Moldova and has designed a comprehensive and integrated approach that combines short-term and long-term measures to drive a just energy transition and achieve lasting impact.

A cornerstone of this approach is the Programme's **adoption of a system thinking paradigm**, which recognizes the interconnectedness and complexities within the energy sector. By doing so, the Programme ensures that **interventions are relevant, well-coordinated, and synergistic**, leading to impactful and sustainable outcomes.

Of particular importance is the **co-designing process of the Programme's Action Plan** that has actively involved **key stakeholders** such as government agencies, civil society, the private sector, and other relevant actors. This participatory process was crucial due to the high uncertainty and complexity of the energy crisis and the energy system. Engaging stakeholders during the design phase enables the Programme to harness their collective expertise, insights, and perspectives, resulting in more relevant and effective solutions.

Additionally, the Programme recognizes that the **energy crisis is dynamic and ever evolving**, rendering traditional linear planning insufficient. In response, the Programme adopts an adaptive management approach, promoting flexibility **and continuous learning throughout the implementation period**. This adaptive approach is necessary because the energy sector and the crisis it faces are subject to various external and internal factors that can change rapidly.

By **embracing adaptive management**, the Programme can adjust interventions in response to new information, emerging trends, and evolving circumstances, significantly increasing the likelihood of achieving its intended outcomes.

Thus, regular scanning, sense-making (monitoring, evaluation) and adjustment of the action plan throughout the project's lifecycle in close coordination with the stakeholders will be vital to address emerging risks in a dynamic context and ensure the interventions' effectiveness and relevance.

Theory of Change (ToC):

If: The Republic of Moldova addresses the underlying causes of the energy crisis and implements comprehensive interventions and targeted solutions to drive a just energy transition.

Then, the following outcomes will be achieved:

1. **Energy supply will be more secure:** This will reduce the vulnerability and exposure of citizens/households to energy crises.
2. **The economy will become more resilient:** Enhanced energy security will make the economy more robust and less susceptible to external shocks.
3. **National security will be enhanced:** By reducing dependence on external actors and diversifying energy sources, the country's national security will be strengthened.
4. **Institutional capacity will be strengthened:** Effective governance and management of the energy sector will be possible with stronger capacities among relevant institutions and stakeholders.
5. **Public awareness and understanding of energy efficiency and renewable technologies will increase:** This will lead to behavior change and the adoption of sustainable consumption patterns.
6. **Energy poverty will be addressed:** Targeted compensation mechanisms and social inclusion measures will alleviate immediate energy poverty and promote long-term energy resilience and efficiency.
7. **Green/clean practices will be adopted across economic sectors:** By promoting sustainable practices and technologies, various economic sectors will contribute to sectoral decarbonization targets.

8. **Gender considerations will be integrated into all activities:** This will promote equal participation and opportunities for women in the energy sector.
9. **Monitoring and evaluation systems will track progress:** Informed decision-making and policy formulation will be ensured through robust monitoring and evaluation mechanisms.

Programme's Selected area of interventions:

1. **Energy Diversification and Efficiency:** Accelerate the diversification of energy sources, promote energy efficiency with a particular focus on residential sector/buildings, and modernize infrastructure to increase access to renewable energy and reduce energy costs.
2. **Decarbonizing Industries and Economic Sectors:** Drive the decarbonization of economic sectors (non-energy) such as construction, transportation, agriculture, and the private sector through sustainable practices and green business models.
3. **Foster Sustainable Consumption Patterns:** Implement public awareness campaigns and educational initiatives to encourage energy-efficient consumption patterns, particularly among vulnerable populations.
4. **Strengthen Inclusive Energy Governance:** Empower relevant institutions and stakeholders with effective governance, transparency, and accountability to ensure an inclusive decision-making process.
5. **Addressing Energy Vulnerability:** Provide support to the Government in implementing targeted compensation mechanisms to alleviate immediate energy poverty and promote long-term energy resilience and efficiency.

Key Assumptions for Change:

- **Strong Commitment to Energy Transition:** Key stakeholders, including government institutions and energy sector participants, remain committed to advancing a just energy transition.
- **Political Stability:** The political context stays stable, enabling consistent policy development and energy transition initiatives.
- **Collaboration and Engagement:** Relevant national actors, government agencies, and energy stakeholders continue to collaborate effectively towards energy transition goals.
- **Public Engagement:** Citizens actively engage in energy-related initiatives and adopt sustainable energy practices.
- **Supportive Policy Environment:** The government maintains a strong political will to prioritize energy transition and implement necessary policy reforms.
- **Stakeholder Participation:** Private sector actors, international financial institutions (IFIs), and EU digital actors actively participate and collaborate, providing support and expertise to the Programme .
- **Training and Capacity Building:** Training programs and capacity-building efforts continue to generate interest and high attendance, reducing the digital divide and increasing knowledge and skills in the energy sector.
- **Digital Collaboration:** Citizens remain actively involved in the decision-making process through digital collaborative tools, promoting transparency, inclusivity, and citizen engagement in energy transition initiatives.

Project's Contribution to UNSDCF/CPD Outcome:

- The project contributes to Outcome 4 by advancing green and resilient development through a just energy transition, improved energy access, and climate action in Moldova.

Expected Change at the Output Level:

1. **Co-designed Regulatory Frameworks:** The project will facilitate the development of risk-informed regulatory and policy frameworks on climate change, disaster risk reduction, environment, and energy. Baseline: 4; Target: 7.
2. **Improved Energy Access:** By promoting sustainable energy practices and innovative solutions, the project aims to increase the number of people with access to clean, affordable, and sustainable energy. Baseline: 199,030; Target: 215,000.
3. **Partnerships for Green Development:** The project will foster partnerships with the private sector to co-design innovative solutions for renewable energy, low-emission, climate resilience, and green development. Baseline: 29; Target: 34.

4. Enhanced Engagement of CSOs and CBOs: The project empowers non-governmental organizations (NGOs) and community-based organizations (CBOs) to actively engage in climate resilience, low emission, and green development. Baseline: 116; Target: 130.

III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected impact: The Programme aims to drive a comprehensive and systemic just energy transition in the Republic of Moldova, effectively addressing the root causes of the energy crisis. It strives to promote sustainable development and ensure equitable access to affordable, reliable, and sustainable energy for all individuals and communities in the country.

Outcome: Transition towards a just energy system characterized by diversified energy sources, increased energy efficiency, decarbonized industries, and sustainable consumption patterns. Inclusive energy governance practices that empower marginalized groups and promote transparency and accountability in decision-making processes.

Objective: Effectively support the Government of Moldova in advancing transformative policies and implementing comprehensive measures to drive energy diversification, improve energy efficiency, decarbonize industries and economic sectors, foster sustainable consumption patterns, strengthen inclusive energy governance, and address energy vulnerability.

Specific objectives/outputs:

1. Accelerate Energy Diversification and Efficiency
2. Decarbonizing Industries and Economic Sectors
3. Foster Sustainable Consumption Patterns
4. Strengthen Inclusive Energy Governance
5. Addressing Energy Vulnerability and Promoting Resilience

OUTPUT 1: Accelerate Energy Diversification and Efficiency

The Programme's first ambition is to expedite the diversification of Moldova's energy sources and advance energy efficiency through **fostering innovations and innovative approaches**. In addition to these, the Programme recognizes the crucial role of access to finance and establishing financing mechanisms in achieving a just energy transition. The actions under this output can be described as follows:

The Programme will support the modernization of the country's infrastructure, buildings, and grid, with a focus on **increasing access to renewable energy** and **promoting the utilization of more efficient energy technologies**. To ensure the effective implementation of these measures, the Programme will facilitate access to finance for energy diversification and efficiency Programme.

By working closely with financial institutions, development banks, and private investors, the Programme will help **establish specialized financing mechanisms** dedicated to supporting renewable energy and energy efficiency initiatives. These mechanisms will provide crucial financial assistance, such as affordable loans, grants, or incentives, to individuals, businesses, and organizations seeking to implement energy diversification and efficiency measures.

Moreover, the Programme aims to **encourage investments** in renewable energy and energy efficiency projects by fostering a conducive investment environment. It will actively engage with relevant stakeholders, including government agencies, industry associations, and financial institutions, to promote investment opportunities and attract capital for sustainable energy projects. Through targeted outreach and awareness campaigns, the Programme will raise awareness among potential investors about the benefits and viability of renewable energy and energy efficiency ventures.

Additionally, the Programme will **pilot innovative financing technologies** and mechanisms to overcome financial barriers and **unlock private sector investments in** the energy sector. This can include exploring options such as green bonds, energy performance contracting, or public-private partnerships tailored to the Moldovan context. By showcasing successful case studies and demonstrating the financial viability of sustainable energy projects, the Programme will inspire confidence and attract further investments.

Overall, the Programme's comprehensive approach under the first ambition involves not only advancing energy diversification and efficiency but also ensuring access to finance and establishing financing mechanisms to facilitate the transition towards sustainable energy sources. By combining technological advancements, policy support, and innovative financing solutions, the Programme aims to accelerate Moldova's journey towards a cleaner and more resilient energy future.

The Action Plan for this component will encompass a range of innovative solutions aimed at driving Moldova's energy diversification and efficiency. While not limited to these examples, some of the key innovative solutions to be implemented through the Programme under this component include:

- Energy Storage Solutions: Innovative energy storage technologies, such as advanced batteries and pumped hydro storage, will be explored to enhance the stability and reliability of the energy system, enabling the effective utilization of intermittent renewable energy sources.
- Distributed Energy Systems: The Programme will promote the adoption of decentralized energy systems, including off-grid solutions/electrification of the grid, to provide clean and reliable energy access to communities and reduce dependence on centralized fossil fuel-based power generation.
- Energy Efficiency measures: building on UNDP's experience, scale-up the Pilot in residential sector for switching from vertical to horizontal distribution of heat with installation of modern net meters to allow efficient and automatic operation of heating in autumn and spring period and offering the possibility to beneficiaries to regulate the heat comfort in each apartment by adjusting the desired temperature. In addition, to minimize the energy losses and reduction of bills the works of insulation of the building envelope might be explored, changing the windows, insulation of the ground floor and last floor, renovation, and insulation of the rooftop, as well as installation of photovoltaic panels on the building rooftop to cover the energy bills for elevator and interior lightening (approx. 12 kW power). The measures applied proved to have a high replicability and can be extended for at least 80% of Chisinau's housing stock.
- Renewable Energy Investments: The Programme will facilitate the mobilization of investments in renewable energy projects, leveraging innovative financing mechanisms, such as green bonds and public-private partnerships, to attract private sector participation and accelerate the deployment of renewable energy technologies.
- Smart Grid Integration: The Programme aims to integrate smart grid technologies, enabling the efficient distribution and management of electricity, optimizing energy consumption, and facilitating the integration of renewable energy sources into the grid.
- Net metering: Programme aims to incentivize and promote the installation and use of renewable energy systems, such as solar panels or wind turbines, by allowing energy consumers to offset their electricity consumption with the electricity they generate. The Programme aims to encourage individuals, businesses, and institutions to become prosumers (producer-consumers) of electricity, promoting self-sufficiency, energy independence, and the utilization of clean, renewable energy sources.
- Biomass: The Programme tends to build on previous experiences of UNDP and other donors in the country on advancing the biomass use in both public and residential sectors. It also envisages strengthening of the biomass market, availability of the raw materials and strengthening the biomass producers' capacities. Also, the Programme seeks to assess the potential of biofuel and bioliquids in Moldova, including from the perspective of legal regulation and capacitation of companies and institutions to produce and use the biofuels and bioliquids.
- Advancing Sandbox approach in the energy area involves fostering innovation and experimentation in both technological and regulatory aspects. This entails creating an environment where new energy technologies, business models, and regulatory frameworks can be designed, tested, and refined in close cooperation with the Government especially ANRE/regulatory body). An example in this regard will be "Smart meters: Pilot: the initiative aims to initiate the transformation of the national electricity grid into a smart grid, presenting numerous advantages and benefits. These include greater consumer control, improved energy efficiency, cost savings, and access to valuable data for energy analysis and informed decision-making.

- Financial mechanisms, such as Energy Service Companies (ESCOs), national programs, and other innovative approaches, to drive sustainable energy development. These mechanisms aim to leverage private sector investment and expertise to accelerate the adoption of energy efficiency measures and renewable energy technologies.
- Large-scale national programmes for energy efficiency and promotion of renewables.

Expected Result 1: Enhanced adoption of renewable energy and energy-efficient measures, leading to a diversified energy mix, improved energy access, and affordability

This result is designed to drive the transition towards a diversified energy mix, reduce dependence on fossil fuels, and enhance energy efficiency. By promoting the adoption of renewable energy and energy-efficient practices, the Programme aims to increase the share of sustainable energy sources in the country's energy mix, leading to improved energy access and affordability for all citizens. The Programme will work with relevant stakeholders to create an enabling environment that supports renewable energy investments and fosters innovation in the energy sector, contributing to the program outcome of sustainable energy production and consumption.

Activities:

1.1.1 Enhance Energy Efficiency and/or Foster Renewable Energy integration in Buildings and modernisation of the grid Infrastructure

1.1.2 Enhance access to finance for renewable energy and energy efficiency projects, enabling increased investments in sustainable energy solutions.

1.1.3 Advancement, testing, and implementation of innovative technologies at regulatory and technological levels via Sandbox approach (smart grid/metering, Energy Storage Solutions, etc).

1.1.4 Design Pilot National programs targeting households, aimed at promoting energy diversification and efficiency measures (such as “Rabla” Programme for replacing inefficient household appliances, Green Home Grant Programme for implementing dedicated/individual packages of EE&RE solutions, Energy Communities, etc).

OUTPUT 2: Decarbonizing Industries and Economic Sectors

The Programme's second ambition is to drive the **decarbonization** of various economic sectors (non-energy) in Moldova and promote the adoption of green practices and clean technologies. It recognizes that transitioning to a low-carbon economy requires sustainable practices in sectors such as **transport, building, industry, agriculture, LULUCF, waste**, etc.

To achieve this ambition, the Programme will focus on promoting sustainable practices and technologies in various economic sectors to contribute to the achievement of sectoral decarbonization targets set by national policies. One of the key approaches is engaging with industry associations, businesses, and enterprises to raise awareness about the benefits and opportunities of adopting sustainable practices.

Knowledge sharing and capacity building will be facilitated through workshops, training programs, and the development of best practice guidelines, ensuring that relevant stakeholders are well-equipped to embrace sustainability.

Supporting start-ups and existing enterprises in adopting green and clean business models and practices will be a priority. Technical assistance, mentoring, and financial support will be provided to improve energy efficiency and reduce carbon emissions. The Programme will also foster partnerships between businesses, vocational training institutions, and relevant agencies to develop vocational skills for the green energy sector, thereby generating equitable employment opportunities and contributing to a sustainable and inclusive economy.

An important aspect of this Output is the **exploration of opportunities for circular economy practices** in key sectors. The Programme will work with stakeholders to develop strategies and initiatives that prioritize the use of renewable resources, minimize waste, and encourage recycling and reuse, further contributing to sustainability efforts.

Within the agricultural sector, the Programme will promote sustainable farming practices that reduce greenhouse gas emissions and improve energy efficiency. Training and technical support will be provided to farmers to adopt climate-smart agricultural technologies, fostering emissions reduction, increased productivity, and resilience in the face of climate change.

The transportation sector will also be a focus of the Programme, aiming to promote the use of clean and energy-efficient technologies, such as electric vehicles, hybrid vehicles, and alternative/renewable fuels. Collaboration with transportation companies, fleet operators, and mandated authorities will be fostered for **transitioning to a sustainable transport system**. The establishment of charging infrastructure for electric vehicles and exploration of other innovative mobility solutions, including shared transportation and bike-sharing programs, will be supported.

To drive decarbonization of industries and economic sectors in Moldova, the Programme recognizes the crucial role of **data-based knowledge products** in facilitating the transition to a low-carbon and sustainable economy. Knowledge products are **essential tools** that can enhance understanding, awareness, and capacity building among stakeholders, leading to **informed decision-making** and the effective implementation of sustainable practices.

Expected Result 2.1. Reduction of carbon emissions and enhanced sustainability in various economic sectors (non-energy) including businesses through the widespread adoption of low-carbon technologies and practices, leading to a greener and more climate-resilient economy.

Activities:

- 2.1.1 Facilitate the adoption of low-carbon technologies and practices across economic sectors (others than energy), such as transport, building, industry, agriculture, LULUCF, waste, etc. to significantly reduce carbon emissions and promote a greener economy
- 2.1.2 Building evidence, promote and support research& innovation, in energy and climate-related field, fostering advancements of sustainable technologies and practices
- 2.1.3 Promote and facilitate the widespread adoption of green and clean business models by the private sector

OUTPUT 3: Foster Sustainable Consumption Patterns

The third ambition of the Programme is to widely **promote the adoption of renewable energy sources** and energy-efficient practices among households, businesses, institutions, and communities in Moldova. This objective will be achieved through targeted awareness campaigns and effective outreach efforts.

These campaigns and initiatives will serve a dual purpose. Firstly, they will inform and educate the public, businesses, and institutions about the numerous benefits associated with renewable energy sources and energy-efficient practices. Simultaneously, these efforts **will address common misconceptions and myths surrounding the energy sector**, ensuring that accurate information is accessible to everyone.

By empowering Programme's stakeholders with reliable information, individuals and organizations can make well-informed decisions regarding their energy consumption, fostering a widespread adoption of sustainable energy practices throughout the country.

Expected Result 3.1. Enhanced awareness, knowledge, and adoption of renewable energy sources and energy-efficient practices across households, businesses, institutions, and communities, contributing to a significant shift towards sustainable consumption patterns

Activities:

3.1.1 Increase awareness and promote adoption of renewable energy sources and energy-efficient practices among households, communities, businesses, institutions, and others.

3.1.2 Enhance knowledge and understanding of energy efficiency and renewable energy technologies among community members, businesses, government agencies, etc.

OUTPUT 4: Strengthen Inclusive Energy Governance

The Programme's fourth ambition is to strengthen and foster an inclusive energy governance in Moldova. This entails enhancing capacities, improving policies and regulatory frameworks, increasing the participation of vulnerable groups in decision-making processes, and bolstering the expertise of key energy players.

To achieve this, the Programme will focus on several key activities. Firstly, it will work to **enhance the capacity of relevant government institutions and stakeholders**, empowering them to effectively govern and lead the energy transition at both the national and local levels. This capacity-building effort will enable a more **coordinated and efficient approach** towards achieving energy-related goals.

Secondly, the Programme will strive to **improve policy and regulatory frameworks** to ensure a smooth and inclusive energy transition, **aligning Moldova's commitments with international agreements** like the EU accession process, Energy Community Treaty, and Paris Agreement. By establishing robust policies and regulations, the country can create a conducive environment for sustainable energy development.

Inclusivity is a crucial aspect of this ambition, and the Programme aims to achieve it by promoting the **active participation and representation of the public, with a special focus on vulnerable groups**, youth, marginalized communities, and other underrepresented entities. Through targeted outreach and inclusive **engagement mechanisms**, the Programme seeks to ensure that all voices are heard and considered in energy decision-making processes.

Lastly, recognizing the **importance of preparedness**, the Programme will concentrate on enhancing the **expertise, technological** capabilities, institutional structures, and enforcement capacities of key energy players. By doing so, Moldova can proactively address and **prevent** major risks associated with current and potential future energy crises.

Expected Result 4.1. Strengthened and inclusive energy governance by enhancing capacities, improving policies and regulatory frameworks, increasing participation of vulnerable groups in decision-making processes, and enhancing expertise and capacities of key energy players

Activities:

4.1.1.: Enhance capacity of relevant government institutions and stakeholders to govern and lead the energy transition at both the national and local levels.

4.1.2: Improve policy and regulatory frameworks for inclusive energy transition, as per Moldova's commitments in the EU accession process, Energy Community Treaty and Paris Agreement

4.1.3: Enhance participation and representation of public with a focus on vulnerable, youth, marginalized and other groups, in energy decision-making processes through targeted outreach and inclusive engagement mechanisms.

4.1.4. Increase expertise, technological, institutional, and enforcement capacities of key energy players to prevent major risks in current and potential future energy crises.

OUTPUT 5: Addressing Energy Vulnerability and Promoting Resilience

The Programme's final ambition is to address energy vulnerability and promote resilience in Moldova. This ambition recognizes the importance of **ensuring access to reliable and affordable energy for all**, particularly for energy-poor households via targeted social protection mechanisms.

To achieve this goal and capitalize on existing capacity and experience, the Programme will bolster its support for the implementation and **enhancement of targeted compensation mechanisms** uniquely tailored to assist energy-poor households. Leveraging **data-driven targeting and digitalization** of the process, these

mechanisms will prioritize **fair distribution** and precisely identify the most vulnerable, ensuring effective alleviation of the burden of energy costs on those who need it most.

By harnessing **digital technologies and data analytics**, the Programme will **enhance the accuracy and efficiency of these mechanisms**, guaranteeing eligible households access to essential energy services. This approach not only promotes inclusivity and resilience but also fosters greater transparency and accountability within Moldova's energy sector.

In addition to addressing energy vulnerability, the Programme places a strong emphasis on **enhancing understanding and promoting evidence-based knowledge** in the crucial areas of energy access and resilience. To achieve this, comprehensive evaluations and impact assessments will be diligently conducted. These assessments will carefully measure the effectiveness of energy resilience and efficiency measures, with a particular focus on energy access considerations.

By gathering valuable insights and data, the Programme aims to inform decision-making processes and contribute to the formulation of enhanced policies. These policies will prioritize crucial aspects such as energy access, resilience, and social protection, ensuring a more inclusive and secure energy landscape in Moldova.

To facilitate knowledge sharing and capacity building, the Programme will develop and disseminate relevant knowledge products such as studies, policy briefs, and guidelines. These resources will highlight best practices and provide guidance on the implementation of measures, including financing mechanisms, decentralized energy solutions, and off-grid options. The knowledge products will be made available through an "On-Demand Expert Facility," ensuring accessibility to stakeholders seeking valuable insights and guidance in promoting energy access and resilience.

Expected Result 5.1.

Energy-poor households receive effective support through the implementation and enhancement of targeted compensation mechanisms, alleviating their energy-related vulnerabilities

Activities:

5.1. Provide support for the implementation and enhancement of targeted compensation mechanisms aimed at assisting energy-poor households

Expected Result 5.2. Improved understanding of energy vulnerability, access, and resilience, enabling informed decision-making and the formulation of enhanced policies.

Activities:

5.2.1. Conduct comprehensive evaluations and impact assessments to measure the effectiveness of energy resilience and efficiency measures, with a specific focus on energy access considerations and other

5.2.2. Develop and disseminate relevant knowledge products (studies, policy briefs, guidelines, etc) on best practices, guidelines, on implementation of measures such as financing mechanisms, decentralized energy solutions and off-grid options, etc via "On Demand Expert Facility"

1. Resources Required

The scope and ambition of the Programme requires a management structure with sufficient human resources to handle operational delivery. Cooperation with different partners will also require dedicated attention from Programme staff, particularly at conceptualization stage. For these reasons, besides the Programme team expertise, additional national and international experts (and specific contractual services) will be embedded to achieve set results.

UNDP will use structures already in place (e.g., Moldova Country Office) for the implementation of the Project, while the current structure of the Programme team is designed to cover all intervention areas, under all four Outcomes.

In order to provide adequate support for all Programme activities, the following items will be required: office rent, utilities, office furniture, equipment, software, maintenance services, communication tools, internet services, a programme vehicle, and other office costs at the necessity.

The total required funding for activities proposed under this Programme amounts to 50,000,000 USD.

For cost effectiveness, UNDP will build upon previous implemented activities and synergize (wherever possible) with ongoing initiatives focused on energy security, reducing energy vulnerability, and connected actions, ensuring a seamless transition and a sustained momentum towards Programme objectives, as presented in the table below.

Through careful coordination and effective management, the proposed Programme have capitalized on the lessons learned and achievements that allowed for the efficient utilization of resources, streamlined processes, and further leverage the collective knowledge and experience gained over time to drive impactful outcomes and deliver sustainable results.

2. Risks and Assumptions

Key risks that might preclude or significantly alter the implementation of the Programme and mitigation measures include the following:

Risks	Risk level (H/M/L)	Mitigating measures
<p>Resistance to Change: Stakeholders, including government officials, may resist the changes required for a just energy transition, particularly if it disrupts established practices or interests.</p>	L	<ul style="list-style-type: none"> • Conduct comprehensive stakeholder engagement and communication strategies to promote awareness and understanding of the benefits of a just energy transition, addressing concerns and highlighting positive impacts. • Provide capacity building and training programs to government officials and employees to enhance their understanding of new practices and technologies, and to ensure they feel empowered and supported throughout the transition process.
<p>Insufficient Funding: The Programme may face challenges in securing adequate financial resources to support the necessary infrastructure development, technology adoption, and capacity building.</p>	M	<ul style="list-style-type: none"> • Seek additional funding sources, such as international grants, partnerships with private sector entities, or collaboration with international financial institutions, to supplement existing financial resources. • Conduct cost-benefit analyses and develop business cases to demonstrate the long-term economic and social benefits of the energy transition, making a compelling case for increased investment.

		<ul style="list-style-type: none"> Explore innovative financing mechanisms, such as public-private partnerships or crowdfunding, to attract private sector investment and mobilize community support
<p>Technological Challenges: Implementation of innovative energy technologies and systems may encounter technical hurdles, such as compatibility issues, lack of technical expertise, or limitations in infrastructure development.</p>	M	<ul style="list-style-type: none"> Conduct thorough feasibility studies and technical assessments prior to the implementation of energy technologies, identifying potential challenges and developing mitigation plans. Collaborate with technical experts to address technical hurdles and ensure the availability of necessary expertise. Provide training and capacity building programs to equip stakeholders with the required technical skills and knowledge to implement and manage new energy technologies effectively.
<p>Political Instability: Political changes, shifts in priorities, or governance issues could impact the project's implementation, leading to delays, policy reversals, or reduced commitment from governmental counterparts.</p>	H	<ul style="list-style-type: none"> Foster strong partnerships and collaboration with government institutions and key decision-makers to secure their commitment and support for the project, emphasizing the long-term benefits and alignment with national development goals. Develop contingency plans to mitigate the impact of political changes, such as ensuring the project's resilience through diverse stakeholder engagement and maintaining open lines of communication with incoming officials.
<p>Low Social Acceptance: Public acceptance and support for energy transition initiatives may vary, and resistance or lack of understanding from communities or stakeholders could hinder progress.</p>	L	<ul style="list-style-type: none"> Conduct extensive public awareness campaigns to educate and engage communities, emphasizing the environmental, economic, and social benefits of a just energy transition. Tailor communication strategies to address specific concerns and misconceptions, utilizing local languages, cultural sensitivities, and trusted community leaders to enhance understanding and acceptance. Involve local communities and stakeholders in the decision-making process, ensuring their voices are heard

		and their feedback is incorporated into Programme plans.
Market and Regulatory Risks: Changes in market dynamics, inadequate regulatory frameworks, or policy inconsistencies might impede the development of renewable energy projects or hinder energy efficiency measures.	M	<ul style="list-style-type: none"> Collaborate with relevant governmental bodies and regulatory authorities to advocate for supportive policies, streamlined regulatory frameworks, and clear guidelines for renewable energy projects and energy efficiency measures. Monitor market dynamics and policy changes, and adapt Programme plans accordingly to mitigate risks associated with shifting market conditions. Engage in public-private partnerships to leverage expertise, resources, and influence to navigate regulatory challenges and create an enabling environment for the energy transition.
Environmental Factors: Unforeseen environmental challenges, such as natural disasters or climate-related events, could disrupt the implementation of the Programme and affect energy infrastructure.	L	<ul style="list-style-type: none"> Conduct thorough environmental risk assessments/EIARMSPs to mitigate the impact of risks.
Limited Access to Technology: Some segments of the population, particularly marginalized groups, or remote communities, may lack access to the technology and resources required to benefit from energy transition initiatives.	L	<ul style="list-style-type: none"> Develop inclusive strategies to bridge the digital divide, such as providing training and capacity building programs to marginalized groups and remote communities to enhance their digital skills and knowledge. Partner with community organizations, NGOs, and local institutions to improve access to technology and ensure equitable distribution of resources, considering alternative solutions like mobile technologies or community centers. Advocate for policies and initiatives that promote universal access to technology and prioritize digital inclusion as part of the energy transition agenda.

*Regular monitoring, evaluation, and adjustment of the mitigation measures throughout the project's lifecycle will be essential to address emerging risks and ensure their effectiveness in mitigating the identified risks.

3. Key Programme partnerships and stakeholder engagement

Ministry of Energy (ME): with its Energy Department oversees developing and implementing strategies and policies related to energy, such as Moldova's Energy Strategy 2030, NECP, but also energy-related primary and secondary legislation. The mandated ministry also plays a key role in ensuring energy security and monitoring energy supply, as well as managing emergency situations in the natural gas and electricity sectors and mitigating the consequences. In the field of renewables, the Ministry of Energy (MoE) develops the support scheme, capacity limits, and maximum capacity quotas, in connection with the implementation of the established support scheme and the Regulation on the organization of tenders for granting the status of eligible producers. It monitors the supply-demand balance and plans for future demand increases. The MoE is the

authority mandated to ensure compliance with the principles of fairness, transparency, and non-discrimination in the energy procurement process. Besides its quality assurance role in the energy procurement process, the hands-on experience, and capacities of the respective central public authorities to engage in the above-mentioned energy-related processes and to ensure effective oversight functions are lagging.

Therefore, the capacities of the MoE would have to be enhanced through seconding relevant expertise to the assigned department of the MoE, exchange of experience with any of the EU countries, expert support (via Expert on Demand Facility) for the revision of relevant policies, regulations/guidelines/operating procedures, etc., and to strengthen the role of the ministry in the procurement process and others in close cooperation with the Energy Treaty Secretariat.

Ministry of Labour and Social Protection (MoLSP): will play a pivotal role as a key stakeholder in achieving the fifth objective in particular of the proposed action, which aims to address energy vulnerability and promote resilience. Close collaboration between the MoLSP and the Programme will focus on providing support on developing a comprehensive social protection mechanism for the energy transition. This includes activities such as institutional capacity building, innovative policy development, effective partnerships for social investment, and robust monitoring and evaluation processes to facilitate the scaling up of successful outcomes.

An integral aspect of the collaboration with the MoLSP is the integration of social protection into energy policy design. This critical step ensures an inclusive energy transition that leaves no one behind. Together, the Programme and the MoLSP will work towards identifying and prioritizing vulnerable households, implementing compensation schemes, and monitoring and evaluating their impact. Additionally, the specific needs and perspectives of gender-specific vulnerable groups will be taken into account throughout these processes.

Agency for Energy Efficiency (EEA): The Agency acts as implementor of the national energy efficiency and renewable policies and programmes. It is mainly responsible for the National Communication Strategy on energy efficiency and renewable energy sources aimed at promoting rational energy consumption and the use of green energy. In accordance with the Law on Energy Efficiency, the Agency shall keep the Electronic Register of Energy Auditors and the Electronic Register of Energy Audit. At the same time, it coordinates and approves the continuous training programs for specialists in the field of energy auditing. In the last two years, the Agency has made an effort to strengthen these capacities by approving templates and minimum requirements for energy audit reports, only partially covering the building sector with approved training programs and auditors included in the electronic register. Two directions for the intervention of energy auditors in the field of transport and industry remain uncovered. At the same time, in accordance with that law, the Agency has not made significant progress in verifying energy audits. The Agency's single information centre is inoperative and requires capacity building.

The Programme will further pilot national programs ("Rabla for household appliances" and "Green Home") that will be further institutionalized in relevant national institutions upon Programme completion and the approval of the Government of Moldova. In this regard, the Programme will also consider assessment of the most relevant financing mechanism in energy area, and their strengthening if deemed relevant by national authorities (e.g., energy obligation schemes, energy service companies, Energy Performance Contracts, Revolving Funds, etc.).

Energy market players (Renewable energy producers, suppliers, distributors, operators, etc): renewable energy producers, suppliers, distributors, and operators, etc., play a crucial role in the successful implementation of the energy transition programme. They are integral to the transformation of the energy system, such as the:

- renewable energy producers have the right to purchase the entire amount of electricity they deliver to the electricity networks at established prices/tariffs. However, they face significant challenges in adapting to new electricity market rules, particularly in planning and supplying the daily amount of energy to the central energy supplier.
- Many producers lack the necessary knowledge and skills for these tasks, and issues related to balancing further compound their challenges. To address this, the Programme aims to enhance the institutional capacity of energy producers and provide solutions related to specialized software for electricity generation planning for the next day. This support will empower renewable energy producers to efficiently integrate their electricity into the market and contribute to a more stable and sustainable energy supply.

- energy suppliers play a critical role in contracting electricity from both local and foreign energy producers. They are responsible for procuring electricity and supplying it on the electricity market at regulated prices approved by the National Agency for Energy Regulation. Transparent and non-discriminatory procurement procedures are vital for organizing this process effectively. To facilitate this, the Programme focuses on developing a clear procurement procedure, ensuring transparency in the purchasing of renewable electricity at agreed costs and its resale to suppliers. The Programme also considers the implementation of software or hardware dedicated to enhancing this procurement process.
- Overall, these energy market players are essential actors in driving the energy transition forward. By improving their capacities and providing necessary tools and solutions, the Programme aims to create an enabling environment that fosters the increased integration of renewable energy into the national energy market, contributing to a more sustainable and resilient energy system in the Republic of Moldova.

Academia/Technical University of Moldova: The Programme aims to contribute to the increase of the capacity of the staff from the academia sector to the preparation of training programs and the equipping of the laboratories detected for energy and renewable efficiency measures.

National Agency for Energy Regulation the National Agency for Energy Regulation (ANRE): is the regulatory authority responsible for overseeing and monitoring various energy sectors, including electricity, natural gas, district heating, and petroleum products. ANRE holds country-wide regulatory competences in these sectors, ensuring effective implementation of primary acts and regulations.

To strengthen ANRE's capacity and enhance its regulatory role, the Programme's activities under each component will include providing extensive capacity-building support. The capacity-building support aims to equip ANRE with the necessary tools, expertise, and knowledge to effectively fulfil its mandate. Moreover, the Programme will actively support ANRE in the establishment and facilitation of regulatory Sandboxes. By creating controlled and safe environments, ANRE can foster innovation and the testing of new energy solutions without disrupting the wider energy system. This support will empower ANRE to assess the feasibility and potential impacts of cutting-edge energy practices and technologies, thus paving the way for their integration into the national energy sector.

Energy poor/ Vulnerable consumers: The Programme recognizes that vulnerable groups, often represented by households, face significant difficulties in accessing affordable and reliable energy services. Energy-poor and vulnerable consumers are key beneficiaries of the Programme as it aims to provide financial relief by reducing energy costs through energy-efficient appliances and renewable energy promotion. By improving living conditions through energy efficiency upgrades, the Programme enhances the overall well-being of vulnerable households. Additionally, the Programme promotes inclusivity, equity, and environmental sustainability by ensuring access to affordable and sustainable energy services while prioritizing transparent and fair support through an improved beneficiary identification process.

4. Communications, Visibility, and Knowledge

The Programme Communication Officer, together with the UNDP/CO Communication Analyst, will develop and consult the communication plan with Programme partners (and donors, if applicable). The communication plan will contain main messages, target audiences, key events, and knowledge products, means of communication employed to reach out to key audiences (face to face, social media, mass-media, etc.).

UNDP will ensure that the contribution of all partners is fully and visibly acknowledged. UNDP and partners' logo will be placed on relevant materials to be displayed at events, equipment, etc. UNDP and partners will be engaged in close and regular communication as well as joint field visits and public events (press conferences, inaugurations, press tours, etc.) with opportunities to deliver opening remarks and participate in thematic panel sessions, workshops, presentations, etc.

UNDP will publish press releases (quoting UNDP representatives, government officials as well as any other official representatives of partner organisations), human interest stories, photo and video stories and share them with local and national media outlets. All media products will be sent out to UNDP's broad media database. UNDP will employ its social media platforms (Facebook, Instagram, LinkedIn, and Twitter) to disseminate information on the impact of the Programme and its partnerships.

UNDP will constantly monitor media clippings and web and social media behaviour pf posts related to this Programme and its activities.

The Programme will devote resources to developing and disseminating knowledge products to be used for replication and national upscale during and beyond the timespan of the Project. In this regard, it is important to mention that a host of knowledge products shall be produced as part of the Programme Outcomes, including guidelines on assessment of value chains, mapping of local investment needs and potential, and design of investment promotion packages.

The analytical results pertaining to the value chain assessments and identification of the regional competitiveness factors leading to SMART specialization will represent another set of outputs embedding high level expertise and providing actionable findings and policy recommendations.

The Programme intends to conduct quantitative impact evaluation by adopting statistical design to baseline and follow-up studies/ surveys in the targeted communities and comparator group. The findings on what type of interventions work best under which circumstances is also expected to be a valuable knowledge product that will beneficially influence the next phases of the Project, as well as the interventions of other development partners of public policy.

IV. PROGRAMME MANAGEMENT**1. Cost Efficiency and Effectiveness**

The proposed strategy is expected to deliver maximum results while making the best use of available resources. The Programme team will look for synergies with other projects that might allow for joint activities and for cost-sharing of the activities to achieve higher value for money, as well as involve the cost-saving Long-Term Agreements with certain categories of service/goods providers available to the UN Moldova Country Team Agencies due to existing arrangements within the UN Moldova Country Office.

Throughout the Programme implementation, the Programme 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.

The Programme will be under the **Direct Implementation Modality (DIM)** in accordance with UNDP rules and regulations.

2. Programme Management

The Programme will be under the **Direct Implementation Modality (DIM)** in accordance with UNDP rules and regulations. This means that UNDP will take on the role of Implementing Partner and will assume the responsibility for mobilizing and applying effectively the required inputs in order to reach the expected outputs and outcomes. UNDP Moldova will assume the overall management responsibility and accountability for project administration, including organizing implementation of Project activities, procurement of goods and services, recruitment of Project personnel and national and international consultants, connecting to national and international expertise and knowledge networks, and 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 and other operational support, while these direct Programme costs incurred will be charged to the Programme budget (DPC), as described in the table below:

Support Services	Schedule for the Provision of the Support Services	Cost to UNDP of providing such Support Services	Amount and Method of Reimbursement of UNDP
Payments, disbursement and other financial transactions, including direct payments, budget revisions, etc. Recruitment of staff, Programme personnel and consultants, including creation of vendors, selection and recruitment of SC holders, personnel management services and banking administration, etc.	As agreed in the Annual Workplan (AWP) from the inception to closure of the Programme	Cost-recovery based on UNDP Universal Price List and Local Price List ¹	Periodic billing based on actual staff costs and agreed percentage

¹ <https://popp.undp.org/SitePages/POPPSubject.aspx?SBJID=184&Menu=BusinessUnit>

Procurement of services and goods, including evaluation, proceeding through CAP, contracting, disposal and/or transfer of equipment and assets, customs clearance, etc			
Travel support, including travel arrangements and authorization, ticket, visa and boking requests, F10 settlement, etc.			
Organization of conferences, workshops and trainings, etc.			
Communication support, ICT support, etc.			

The Programme will work in close collaboration with other UNDP Moldova Projects. The Programme Team will look for synergies with other Projects that might allow for joint activities and for cost-sharing of the activities to achieve higher value for money.

The Programme Team will be placed in rented premises and will require the necessary facilities and equipment to ensure functionality and operability of the project, including computers, phones, Programme vehicle, etc. In case if the entire or a part of Programme Team will be engaged in implementing other UNDP development interventions, the staff and other operational costs involved will be shared proportionally. Any savings incurred following the cost-sharing will be reallocated based on applicable UNDP rules and procedures.

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

UNDP will engage Government to implement result 5.1.² Government will be engaged by UNDP as a Responsible Party for the implementation and enhancement of targeted compensation mechanisms aimed at assisting energy-poor households.

UNDP will sign Standard Responsible Party Agreements ³ with Government, where UNDP will act as an implementing partner under this Programme and Government will act as responsible parties to carry out substantive development activities assigned under the Programme. Resources will be transferred to the responsible party, using the Harmonized Approach to Cash Transfer (HACT), ⁴ to implement activity 5.1.1. and achieve results based on the approved workplan and budget. Programme Management

Audit arrangements

The Programme 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

²As per UNDP Programme and Operations Policies and Procedures (POPP) on Selecting Responsible Parties and Grantees, https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PPM_Design_Select%20Responsible%20Party%20and%20Grantee.s.docx&action=default

³[https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Innovation_CSO%20engagement%20and%20E-tendering_CSO%20Responsible%20Party%20Agreement%20\(LSO%2020150714\).docx&action=default](https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Innovation_CSO%20engagement%20and%20E-tendering_CSO%20Responsible%20Party%20Agreement%20(LSO%2020150714).docx&action=default)

⁴

[https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/FRM_Financial%20Management%20and%20Implementation%20Modalities%20_Harmonized%20Approach%20to%20Cash%20Transfers%20\(HACT\).docx&action=default](https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/FRM_Financial%20Management%20and%20Implementation%20Modalities%20_Harmonized%20Approach%20to%20Cash%20Transfers%20(HACT).docx&action=default)

Board of Auditors shall be completely independent and solely responsible for the conduct of audit.” This principle was reaffirmed by the General Assembly in its resolution 59/272: “The General Assembly [...] 11. Reaffirms the role of the Board of Auditors and the Joint Inspection Unit as external oversight bodies, and, in this regard, affirms that any external review, audit, inspection, monitoring, evaluation or investigation of the Office can be undertaken only by such bodies or those mandated to do so by the General Assembly”.

The UNDP Office of Audit and Investigations (OAI) conducted an audit of UNDP Moldova in March-April 2018, covering the period 01 Jan 2017-31 Jan 2018. OAI assessed⁶¹ 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.

Financial management

Financial management of the Programme 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 Programme 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 Programme 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 Programme staff will undertake the UNDP mandatory training courses on anti-corruption and on ethics during the Programme 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

Programme 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 Programme will be equipped with a standard UNDP intellectual property right disclaimer and, at discretion and agreement with donors may be placed into creative commons.

V. RESULTS FRAMEWORK⁵

<p>Intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework</p> <ul style="list-style-type: none"> - Outcome 4. By 2027, institutions and all people of Moldova benefit from and contribute to green and resilient development, sustainable use of natural resources and effective gender-responsive climate change action and disaster risk management. - Outcome 1. Structural transformation accelerated, particularly green, inclusive and digital transitions. - Outcome 3: Resilience built to respond to systemic uncertainty and risk.
<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <ul style="list-style-type: none"> - Indicator 4.1.2. Number of co-designed risk-informed regulatory and policy frameworks on climate change, disaster risk reduction, environment and energy. <i>Baseline: 4 Target: 7 Source: Ministries' reports</i> - Indicator 4.2.1 Number of people with access to clean, affordable and sustainable energy. <i>Baseline: total 199,030 (Women: 53,738 (27%) Men: 145,291) Target: 215,000 (Women: 64,500/Men: 150,500); Source: Energy Efficiency Agency reports</i> - Indicator 4.2.4. Number of partnerships with private sector to promote and co-design innovative solutions on renewable energy, low emission, climate resilient and green development. <i>Baseline: 29 ; Target: 34; Source: UNDP reports, memoranda of understanding</i> - Indicator 4.3.3. Number of non-governmental organizations (NGOs)/CBOs with capacities to engage in the areas of climate resilience, low emission and green development. <i>Baseline: 116; Target: 130; Source: UNDP reports, SGP report</i>
<p>Applicable Output(s) from the UNDP Strategic Plan</p> <ul style="list-style-type: none"> - Output 4.1. National and local public authorities have enhanced environment governance capacity to ensure inclusive, effective transition to climate and disaster resilient, low emission and green development in line with the 2030 Agenda, Paris Agreement and other inter-governmentally agreed frameworks. - Output 4.2. Public and private actors are enabled to implement efficient and innovative practices for sustainable natural resource use, climate resilience, low-emission, and green development - Output 4.3. CSOs, community-based organizations (CBOs) and young people are empowered to actively engage in climate resilience, low emission and green development
<p>Programme impact: Drive a systemic just energy transition in the Republic of Moldova by effectively addressing the underlying causes of the energy crisis and thus ensure equitable access to affordable and sustainable energy for all.</p>
<p>Programme Outcome: Transition towards a just energy system characterized by diversified energy sources, increased energy efficiency, decarbonized industries, and sustainable consumption patterns. Inclusive energy governance practices that empower marginalized groups and promote transparency and accountability in decision-making processes.</p>
<p>Programme Objective: Effectively support the Government of Moldova in advancing transformative policies and implementing comprehensive measures to drive energy diversification, improve energy efficiency, decarbonize industries and economic sectors, foster sustainable consumption patterns, strengthen inclusive energy governance, and address energy vulnerability.</p>
<p>Programme title and Quantum Programme Number: Accelerating A Just Energy Transition Project Programme nr.: 01000952</p>

Program me outputs/ components	(1) Accelerate Energy Diversification and Efficiency	(2) Decarbonizing Industries and Economic Sectors:	(3) Foster Sustainable Consumption Patterns:	(4) Strengthen Inclusive Energy Governance:	(5) Addressing Energy Vulnerability and Promoting Resilience:
<p>Program me expected Results & Activities</p>	<p>Result 1.1. Enhanced adoption of renewable energy and energy-efficient measures, leading to a diversified energy mix, improved energy access, and affordability</p> <p>Activities:</p> <p>1.1.1 Enhance Energy Efficiency and/or Foster Renewable Energy Integration in Buildings and Grid Infrastructure</p> <p>1.1.2. Enhance access to finance for renewable energy and energy efficiency projects, enabling increased investments in sustainable energy solutions.</p>	<p>Result 2.1. Reduction of carbon emissions and enhanced sustainability in various economic sectors (non-energy) including businesses through the widespread adoption of low-carbon technologies and practices, leading to a greener and more climate-resilient economy.</p> <p>Activities:</p> <p>2.1.1 Facilitate the adoption of low-carbon technologies and practices across economic sectors (others than energy), such as transport, building, industry, agriculture, LULUCF, waste, etc. to significantly reduce carbon emissions and promote a greener economy</p> <p>2.1.2 Building evidence, promote and support research & innovation, in energy and</p>	<p>Result 3.1. Enhanced awareness, knowledge, and adoption of renewable energy sources and energy-efficient practices across households, businesses, institutions, and communities, contributing to a significant shift towards sustainable consumption patterns</p> <p>Activities:</p> <p>3.1.1 Increase awareness on adoption of renewable energy sources and energy-efficient practices among households, businesses, institutions, and others.</p> <p>3.1.2 Enhance knowledge and understanding of energy efficiency and renewable energy technologies among community</p>	<p>Result 4.1. Strengthened and inclusive energy governance by enhancing capacities, improving policies and regulatory frameworks, increasing participation of vulnerable groups in decision-making processes, and enhancing expertise and capacities of key energy players</p> <p>Activities:</p> <p>4.1.1.: Enhance capacity of relevant government institutions and stakeholders to govern and lead the energy transition at both the national and local levels.</p> <p>4.1.2: Improve policy and regulatory frameworks for inclusive energy transition, as</p>	<p>Result 5.1. Energy-poor households receive effective support through the implementation and enhancement of targeted compensation mechanisms, alleviating their energy-related vulnerabilities</p> <p>Activities:</p> <p>5.1. Provide support for the implementation and enhancement of targeted compensation mechanisms aimed at assisting energy-poor households</p> <p>Result 5.2. Improved understanding of energy vulnerability, access, and resilience, enabling</p>

⁵ UNDP publishes its Programme information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

	<p>1.1.3. Advancement, testing, and implementation of innovative technologies at regulatory and technological levels (smart meters, Sandbox, etc).</p> <p>1.1.4. Design&Pilot National programs targeting households, aimed at promoting energy diversification and efficiency measures</p>	<p>climate-related field, fostering advancements of sustainable technologies and practices</p> <p>2.1.3 Promote and facilitate the widespread adoption of green and clean business models by the private sector</p>	<p>members, businesses, government agencies, etc.</p>	<p>per Moldova's commitments in the EU accession process, Energy Community Treaty and Paris Agreement</p> <p>4.1.3: Enhance participation and representation of public with a focus on vulnerable, youth, marginalized and other groups, in energy decision-making processes through targeted outreach and inclusive engagement mechanisms.</p> <p>4.1.4. Increase expertise, technological, institutional, and enforcement capacities of key energy players to prevent major risks in current and potential future energy crises.</p>	<p>informed decision-making and the formulation of enhanced policies.</p> <p>Activities:</p> <p>5.2.1. Conduct comprehensive evaluations and impact assessments to measure the effectiveness of energy resilience and efficiency measures, with a specific focus on energy access considerations and other</p> <p>5.2.2. Develop and disseminate relevant knowledge products (studies, policy briefs, guidelines, etc) on best practices, guidelines, on implementation of measures such as financing mechanisms, decentralized energy solutions and off-grid options, etc via "On Demand Expert Facility"</p>
<p>Assumptions</p>	<p>- Commitment to Energy Transition: Key stakeholders, including government institutions and energy sector participants, are committed to advancing a just energy transition in the Republic of Moldova.</p> <p>- Stable Political Environment: The political context remains stable, allowing for consistent policy development and implementation of energy transition initiatives.</p>				<p>-</p>

	<ul style="list-style-type: none"> - Collaboration and Cooperation: Relevant national actors, government agencies, and energy stakeholders collaborate effectively and demonstrate a willingness to work together towards energy transition goals. - Public Engagement: Citizens are willing to engage actively in energy-related initiatives, participate in awareness campaigns, and adopt sustainable energy practices. - Supportive Policy Environment: The government exhibits a strong political will to prioritize energy transition, with ownership over the project's results and a commitment to implementing necessary policy reforms. - Stakeholder Participation: Private sector actors, international financial institutions (IFIs), and EU digital actors actively participate and collaborate, providing support and expertise to the project. - Training and Capacity Building: Training programs and capacity-building efforts generate interest and high attendance, enabling a reduction in the digital divide and increasing knowledge and skills in the energy sector. - Digital Collaboration: Citizens are actively involved in the decision-making process through digital collaborative tools, promoting transparency, inclusivity, and citizen engagement in energy transition initiatives. 	
Barriers	<ul style="list-style-type: none"> - Communication and Awareness: Poor demonstration and awareness of energy-saving technologies and practices among the population, coupled with ineffective communication platforms, hinder the dissemination and adoption of energy-efficient behaviours and solutions. - Enforcement and Implementation: Stagnation in enforcing energy-related legislation, including energy market regulations and renewables, due to a lack of effective implementation mechanisms. - Coordination Challenges: Insufficient coordination among key stakeholders, initiatives, and institutions in the energy sector, lacking a well-established coordination mechanism, obstructs cohesive and integrated efforts. - Limited Energy Supply Diversity: Dependency on a limited range of energy sources and monopolized gas procurement and supply hinder the transition to a more diverse and sustainable energy mix. - Balancing Source Deficiency: In the face of an increasing input of renewable energy sources, the limited availability of balancing sources within the Republic of Moldova poses challenges to the stability and integration of renewables in the electricity market. - Access to Funding: challenges in securing adequate financial resources to support infrastructure development, technology adoption, and capacity building initiatives, hindering the smooth implementation of energy transition measures. - Resistance to Change: Government officials and stakeholders may exhibit resistance to the required changes for a just energy transition, especially if they perceive it as disrupting established practices or conflicting with their interests. 	

VI. MONITORING AND EVALUATION PLAN

In accordance with UNDP's programming policies and procedures, the Programme will be monitored through the following monitoring and evaluation plans that incorporate a system thinking approach:

Monitoring Activity	Purpose	Frequency	Expected Action	Relevant Tools and Practices
Track results progress	Collect and analyze progress data against the results indicators to assess Programme progress.	At least bi-annually, or as required for each indicator	Programme management addresses slower than expected progress and utilizes system thinking tools like horizon scanning for early identification of potential issues.	<u>Causal Loop Diagrams</u> for understanding complex interdependencies, <u>Horizon Scanning</u> for anticipating future changes, <u>Sensemaking workshops</u> on progress data
Monitor and Manage Risk	Identify specific risks, monitor risk management actions using a risk log, and conduct audits to manage financial risk.	Quarterly	Programme management actively identifies and manages risks, integrating practices like sensemaking for better understanding of risks. The risk log is actively maintained to keep track of identified risks and actions taken.	<u>Feedback Loops</u> to identify and address feedback from various stakeholders, <u>Risk Mapping</u> to visualize risks and their potential impacts, <u>Sensemaking workshops</u> to understand and interpret risks and their implications
Learn	Capture knowledge, good practices, and lessons from other projects and partners to inform management decisions.	At least bi-annually	Relevant lessons are captured by the Programme team, using methods like after-action reviews to gain deeper insights. These insights are then effectively integrated back into the project using system thinking approaches.	<u>After-Action Reviews</u> to reflect on experiences, <u>Learning Loops</u> to continuously improve, <u>Knowledge Sharing</u> to exchange insights with partners and stakeholders
Annual Programme Quality Assurance	Assess Programme quality against UNDP's standards to identify strengths and weaknesses for improvement.	Annually	Programme management reviews areas of strength and weakness, conducting periodic evaluations using approaches like peer reviews for unbiased assessment. The findings are utilized to inform decisions for enhancing Programme performance.	<u>Peer Reviews</u> to gather external perspectives, <u>Feedback Loops</u> for continuous improvement, <u>Systems Mapping</u> to understand interconnections and impacts

Review and Make Course Corrections	Conduct internal reviews of monitoring data and evidence for decision-making.	At least annually	Performance data, risks, lessons, and quality are discussed by the Programme board, applying system thinking methods like causal loop diagrams to identify root causes. Course corrections are made based on these in-depth analyses.	<u>Causal Loop Diagrams</u> to understand feedback relationships, <u>Feedback Loops</u> for continuous improvement, <u>Root Cause Analysis</u> to identify underlying causes
Programme Report	Present progress data, annual targets achievement, Programme quality rating, risk log, and evaluation/review reports.	Annually, and at the end of the Programme (final report)	Comprehensive narrative and financial reports are provided based on Programme outputs. The reports incorporate system thinking insights, enabling a more holistic understanding of the Programme's impact and performance.	<u>Systems Thinking</u> (mapping) to understand interdependencies, <u>Integrated Reporting</u> for comprehensive reporting, <u>Storytelling</u> to convey the Programme's narrative
Programme Review (Programme Board)	Hold regular Programme reviews for assessment and budgeting, and end-of-Programme review for lessons and scaling up.	Annually	Quality concerns and slower than expected progress are discussed by the Programme board, utilizing system thinking tools like dynamic modeling to simulate scenarios and assess potential outcomes of actions. Agreed actions for improvement are then implemented.	<u>Dynamic Modeling</u> to simulate system behavior, <u>Scenario Planning</u> for exploring future possibilities, <u>Decision Trees</u> for evaluating alternative actions
Mid-Term Evaluation		As required		

VII. MULTI-YEAR WORK PLAN⁶⁷

EXPECTED OUTPUTS	PLANNED ACTIVITIES	2023	2024	2025	2026	2027	TOTAL	RESPONSIBLE PARTY	Funding Source
Output 1: Accelerate Energy Diversification and Efficiency	Result 1.1. Enhanced adoption of renewable energy and energy-efficient measures, leading to a diversified energy mix, improved energy access, and affordability								
	1.1.1. Enhance Energy Efficiency and/or Foster Renewable Energy Integration in Buildings and Grid Infrastructure		1,500,000.00	1,500,000.00	1,100,000.00	785,000.00	4,885,000.00	UNDP	Non-Core Contributions and Core - Contributions
	1.1.2. Enhance access to finance for renewable energy and energy efficiency projects, enabling increased investments in sustainable energy solutions.		200,000.00	1,500,000.00	1,500,000.00	650,000.00	3,850,000.00		
	1.1.3. Advancement, testing, and implementation of innovative technologies at regulatory and technological levels (smart meters, Sandbox, etc).	215,000.00	3,000,000.00				3,215,000.00		
	1.1.4. Design & Pilot National programs targeting households, aimed at promoting energy diversification and efficiency measures		500,000.00	1,000,000.00	1,500,000.00	1,170,000.00	4,170,000.00		
	Sub-Total for Output 1	215,000.00	5,200,000.00	4,000,000.00	4,100,000.00	2,605,000.00	16,120,000.00		
Output 2: Decarbonizing	Result 2.1. Reduction of carbon emissions and enhanced sustainability in various economic sectors (non-energy) including businesses through the widespread adoption of low-carbon technologies and practices, leading to a greener and more climate-resilient economy.								

⁶ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁷ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

Industries and Economic Sectors	2.1.1. Facilitate the adoption of low-carbon technologies and practices across economic sectors (others than energy), such as transport, building, industry, agriculture, LULUCF, waste, etc. to significantly reduce carbon emissions and promote a greener economy		150,000.00	200,000.00	1,000,000.00	500,000.00	1,850,000.00	UNDP	Non-Core Contributions
	2.1.2 Build evidence, promote and support research& innovation, in energy and climate-related field, fostering advancements of sustainable technologies and practices		100,000.00	200,000.00	500,000.00	500,000.00	1,300,000.00		
	2.1.3 Promote and facilitate the widespread adoption of green and clean business models by the private sector		50,000.00	150,000.00	500,000.00	1,200,000.00	1,900,000.00		
	Sub-Total for Output 2	-	300,000.00	550,000.00	2,000,000.00	2,200,000.00	5,050,000.00		
Output 3: Foster Sustainable Consumption Patterns	Result 3.1. Enhanced awareness, knowledge, and adoption of renewable energy sources and energy-efficient practices across households, businesses, institutions, and communities, contributing to a significant shift towards sustainable consumption patterns								
	3.1.1. Increase awareness on adoption of renewable energy sources and energy-efficient practices among households, businesses, institutions, and others.		100,000.00	250,000.00	250,000.00	700,000.00	1,300,000.00	UNDP	Non-Core Contributions
	3.1.2 Enhance knowledge and understanding of energy efficiency and renewable energy technologies among community members,		50,000.00	50,000.00	200,000.00	250,000.00	550,000.00		

	businesses, government agencies, etc.									
	Sub-Total for Output 3	-	150,000.00	300,000.00	450,000.00	950,000.00	1,850,000.00			
	Result 4.1. Strengthened and inclusive energy governance by enhancing capacities, improving policies and regulatory frameworks, increasing participation of vulnerable groups in decision-making processes, and enhancing expertise and capacities of key energy players									
Output 4: Strengthen Inclusive Energy Governance	4.1.1: Enhance capacity of relevant government institutions and stakeholders to govern and lead the energy transition at both the national and local levels.		300,000.00	250,000.00	500,000.00	1,000,000.00	2,050,000.00	UNDP	Non-Core Contributions	
	4.1.2: Improve policy and regulatory frameworks for inclusive energy transition, as per Moldova's commitments in the EU accession process, Energy Community Treaty and Paris Agreement		150,000.00	250,000.00	100,000.00	100,000.00	600,000.00			
	4.1.3: Enhance participation and representation of public with a focus on vulnerable, youth, marginalized and other groups, in energy decision-making processes through targeted outreach and inclusive engagement mechanisms.		50,000.00	60,000.00	100,000.00	300,000.00	510,000.00			
	4.1.4: Increase expertise, technological, institutional, and enforcement capacities of key energy players to prevent major risks in current and		100,000.00	500,000.00	800,000.00	950,000.00	2,350,000.00			

	potential future energy crises.								
	Sub-Total for Output 4	-	600,000.00	1,060,000.00	1,500,000.00	2,350,000.00	5,510,000.00		
Output 5: Addressing Energy Vulnerability and Promoting Resilience	Result 5.1. Energy-poor households receive effective support through the implementation and enhancement of targeted compensation mechanisms, alleviating their energy-related vulnerabilities								
	5.1.1. Provide support for the implementation and enhancement of targeted compensation mechanisms aimed at assisting energy-poor households		5,000,000.00	7,000,000.00			12,000,000.00	Responsible Partner - Gov	Non-Core Contributions
	Result 5.2. Improved understanding of energy vulnerability, access, and resilience, enabling informed decision-making and the formulation of enhanced policies.								
	5.2.1. Conduct comprehensive evaluations and impact assessments to measure the effectiveness of energy resilience and efficiency measures, with a specific focus on energy access considerations and other			500,000.00	500,000.00		1,000,000.00	UNDP	Non-Core Contributions
	5.2.2. Develop and disseminate relevant knowledge products (studies, policy briefs, guidelines, etc) on best practices, guidelines, on implementation of measures such as financing mechanisms, decentralized energy solutions and off-grid options, etc via "On Demand Expert Facility"				500,000.00	561,000.00	1,061,000.00		
	Sub-Total for Output 5	-	5,000,000.00	7,500,000.00	1,000,000.00	561,000.00	14,061,000.00		

United Nations Development Programme

PORFTOLIO PROGRAMME DOCUMENT

Programme Management Costs	Programme Implementation Team	189,500.00	454,800.00	454,800.00	454,800.00	454,800.00	2,008,700.00	UNDP	Non-Core Contributions
	Programme Quality Assurance (Programme Specialist, Program Analyst, Programme Associate)	15,325.00	36,780.00	36,780.00	36,780.00	36,780.00	162,445.00		
	Consultancy services (National Gender and Data Scientist experts)	17,000.00	38,300.00	38,300.00	38,300.00	38,300.00	170,200.00		
	Workshops/meetings for Portfolio Programme review, improvement and coordination		5,000.00	5,000.00	5,000.00	5,000.00	20,000.00		
	International travel for Programme staff	5,000.00	7,500.00	7,500.00	7,500.00	7,500.00	35,000.00		
	IT equipment	13,500.00	16,200.00				29,700.00		
	Materials & Goods	1,500.00	3,600.00	3,600.00	3,600.00	3,600.00	15,900.00		
	Office Equip (vehicle) & Furniture	20,000.00	40,000.00				60,000.00		
	Printer rent & maintenance	1,000.00	2,400.00	2,400.00	2,400.00	2,400.00	10,600.00		
	Office rent	15,000.00	36,000.00	36,000.00	36,000.00	36,000.00	159,000.00		
	Stationary	2,250.00	5,400.00	5,400.00	5,400.00	5,400.00	23,850.00		
	Other Audio Visual Costs (E-mail subscription/mobile/internet /DocuSign, translation etc)	6,000.00	14,400.00	14,400.00	14,400.00	14,400.00	63,600.00		
	Evaluation / Audit		10,000.00	10,000.00	10,000.00	10,000.00	40,000.00		
	DPC (2 %)	10,021.50	238,407.60	280,483.60	193,283.60	184,105.00	906,301.30		
	Sub-Total for PMC	296,096.50	908,787.60	894,663.60	807,463.60	798,285.00	3,705,296.30		
TOTAL DIRECT MLF COST	511,096.50	12,158,787.60	14,304,663.60	9,857,463.60	9,464,285.00	46,296,296.30			
Total Remuneration (GMS) 7%	40,887.72	972,703.01	1,144,373.09	788,597.09	757,142.80	3,703,703.70			

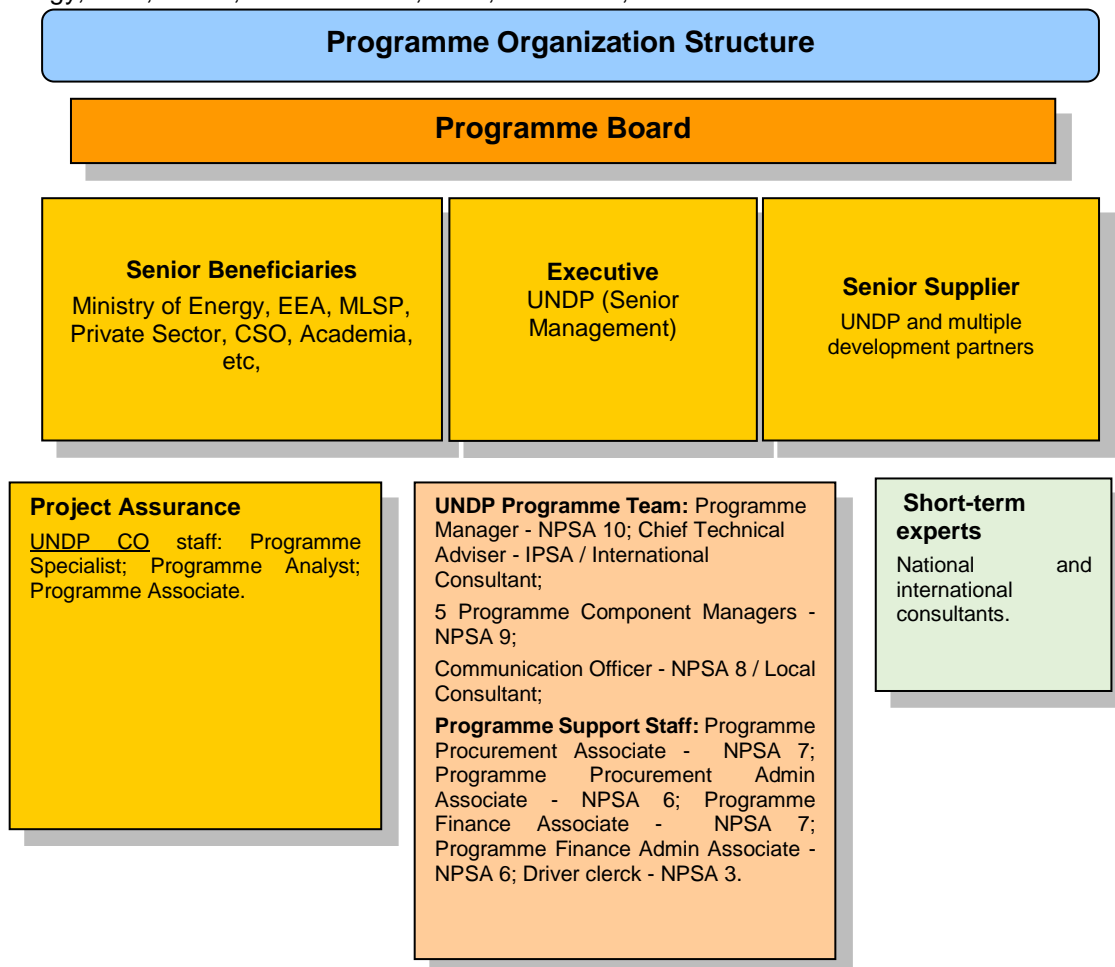
United Nations Development Programme
PORFTOLIO PROGRAMME DOCUMENT

	GRAND TOTAL PROGRAMME COST	551,984.22	13,131,490.61	15,449,036.69	10,646,060.69	10,221,427.80	50,000,000.00		
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VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Programme will be carried out under a Direct Implementation Modality (DIM). This means that UNDP will take on the role of Implementing Partner and will assume the responsibility for mobilizing and applying effectively the required inputs in order to reach the expected outputs and outcomes. UNDP Moldova will assume the overall management responsibility and accountability for Programme administration, including organizing implementation of Programme activities, procurement of goods and services, recruitment of Programme 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 Programme activities, including the provision of continuous feedback and information sharing among stakeholders.

For the activities of the Action a multi-stakeholder approach will be followed to ensure wide participation and consensus. The main counterparts of the Action will be national and local stakeholders, including the Ministry of Energy, EEA, MLSP, Private Sector, CSO, Academia, etc.



Programme Board

The Action will be managed at the highest level by the Programme Board. The Programme Board is chaired by the UNDP. Its composition should be participatory and include as many relevant stakeholders as possible. At least representatives of the UNDP, along with representative Government and development partners', will be part of the Programme Board. Civil society participation in the board will be considered, however conflict of interest shall be avoided. The final composition of the Programme Board will be approved with the participation of the Local Programme Appraisal Committee (LPAC) consisting of government, national institutions, civil society etc. Formal minutes shall be prepared and adopted for each meeting of the Programme Board, detailing any proposals made and decisions taken.

The Programme Board will steer and provide advice on the overall Programme implementation and will meet at least once per year to ensure the efficient monitoring and evaluation of Programme results and maintain continuous cooperation between all Programme' partners at all stages of Programme implementation.

The Programme Board will be responsible for approving annual work plans, assessing progress, discussing lessons learned, and taking decisions on proposals and recommendations presented by any of its members. It shall discuss and decide upon specific Action implementation issues, ensuring optimal transformation of activities into outputs through appropriate monitoring and evaluation actions pertaining to the relevance, performance, and progress towards each outcome, facilitating cooperation between relevant partners and stakeholders (public and private), and ensuring continuous and effective communication and coordination between the Action and its beneficiaries. The Programme Board will also provide a forum for sharing the key results of the Project, as well as discussing changes or challenges in the sector and proposing solutions.

Specific Responsibilities of the Programme Board:

- Provide overall guidance and direction to the Programme, ensuring it remains within any specified constraints;
- Address issues as raised by the Programme Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Programme Manager's tolerances as required;
- Review the Programme Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Appraise the Programme Annual Review Report, make recommendations for the next AWP;
- Provide ad-hoc direction and advice for exception situations when Programme manager's tolerances (agreed operational deviations for time and budget) are exceeded;
- Assess and decide on Programme changes through revisions.
- Approve the list of grants' beneficiaries, etc.

The Programme Board is a mechanism for consultation and consensus-based steering of Action. However, in case a consensus cannot be reached, a final decision shall rest with UNDP.

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

Programme Management Structure and Programme Office costs

UNDP Moldova will be responsible for Action administration including: organizing implementation of its activities, procurement of goods and services, recruitment of Programme personnel and national and international consultants, connecting to national and international expertise and knowledge networks etc., in order to ensure the timely and expedient implementation of Actions activities, including the provision of continuous feedback and information sharing among stakeholders.

The management of the Programme will be performed by a dedicated programme Manager who will be assisted by Programme implementation team. The Programme Manager will be responsible for the management and coordination of all Programme Activities and will be charged 100% to the Programme budget. The Programme Manager has the authority to run the Programme on a day-to-day basis on behalf and within the constraints laid down by the Programme board. The programme Manager's prime responsibility is to ensure that the Programme produces the results specified in the Programme Document within the specified constraints of time and cost. The Programme Manager will be in charge for preparing progress and final reports to be submitted to the Donor. The programme Manager is responsible for the implementation of Monitoring and Evaluation framework. The Programme Manager will report directly to the UNDP Portfolio Manager.

The Programme team will comprise of full-time dedicated staff and part-time specialized staff to technically contribute to various Action components and activities. The part-time specialized staff (co staff, except staff involved in Programme assurance) will be charged through Direct Programme Costs (DPC) for the time spent directly attributable to the implementation of the Project.

Besides the **Programme Manager – NPSA10**, the UNDP Programme team would include the following staff:

- **Chief Technical Adviser - IPSA / International Consultant:** providing strategic support, expertise, guidance, and recommendations on technical matters related to the project.
- **5 Programme Component Managers - NPSA 9:** provide programmatic support on 5 outputs in achieving Programme outputs and the overall support to the implementation of foreseen activities, including preparation of Programme workplans, procurement actions and implementation monitoring by each output.
- **Communication Officer - NPSA 8 / Local Consultant:** responsible for ensuring the fulfilment of the communication and visibility activities related to the Action and for preparation, implementation and oversight of the communication and visibility activities of the Action and assuring that all activities including the outreach and awareness-raising activities adhere to and are fully aligned with the visibility needs and interests of the donors. The Communication officer will be charged 100% to the Action budget.
- **Programme Procurement Associate - NPSA 7:** responsible for performing procurement and contracting duties related to the implementation of the Action activities. The Procurement Coordinator will be charged 100% to the Action budget;
- **Programme Procurement Admin Associate - NPSA 6:** responsible for assisting procurement and contracting duties related to the implementation of the Action activities. The Procurement Assistant will be charged 100% to the Action budget.
- **Programme Finance Associate - NPSA 7:** responsible for performing financial duties related to the implementation of the Action activities. The Finance Coordinator will be charged 100% to the Action budget.
- **Programme Finance Admin Associate - NPSA 6:** responsible for assisting in the organization of financial and administrative processes for Action's needs and providing support to office maintenance. The Finance and Admin Assistant will be charged 100% to the Action budget.
- **Driver clerk - NPSA 3:** responsible for assisting in the effective and efficient management of the Programme through a range of actions, including driving and administrative support management. The driver clerk will be charged 100% to the Programme budget.

More detailed duties and responsibilities of all Programme management and support staff shall be reflected in their terms of reference.

Quality assurance is required for all UNDP programme and projects, regardless of their budget, size, location, duration, characteristics, context and circumstances. The UNDP Internal Control Framework (ICF) covers key control factors such as planning, monitoring, communication, policies, procedures, segregation of duties, individual authorities and accountabilities that combined, inter alia:

- Safeguard assets from inappropriate use and loss from fraud and errors,
- Help ensure the quality of internal and external reporting, through the maintenance of proper records and information flow; and,
- Facilitate compliance with applicable laws, regulations and policies.

Additionally, expertise of international and national consultants, will be sought to advice and support the implementation, as required.

The Programme management team will ensure results-based Programme management and successful implementation of the Action within the Programme period, close monitoring and evaluation of Action progress, observance of procedures, transparency and efficient use of funds, quality of works, and involvement of local and regional stakeholders and beneficiary communities in the decision-making processes.

IX. LEGAL CONTEXT

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

This Programme will be implemented by UNDP (“Implementing Partner”), under a Direct Implementation Modality (DIM), in accordance with its financial regulations, rules, practices and procedures.

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [Programme funds]⁸ [UNDP funds received pursuant to the Programme Document]⁹ are used to provide support to individuals or entities associated with terrorism, 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 Programme 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>. This provision must be included in all sub-contracts or sub-agreements entered into under this Programme Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct Programme 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 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 Programme stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Programme Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Programme 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 Programme sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Programme Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the Programme is being carried;

⁸ To be used where UNDP is the Implementing Partner

⁹ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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- ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Programme Document.
- c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Programme implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Programme Document.
- (a) In the implementation of the activities under this Programme Document, each sub-party 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 Programme Document, in the implementation of activities, each sub-party, 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.
- d. In the performance of the activities under this Programme Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (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, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
- (i) Prevent its employees, agents or any other persons engaged to perform any services under this Programme Document, from engaging in SH or SEA;
- (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
- (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties 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. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Programme 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 relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party 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 relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
- f. Each responsible party, subcontractor and sub-recipient will ensure that any Programme activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.

- g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the Programme or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, 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.
- h. The requirements of the following documents, then in force at the time of signature of the Programme Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Programme Document and are available online at www.undp.org.
- i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption or other financial irregularities with due confidentiality.

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

- k. *Choose one of the three following options:*

Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Programme Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Programme Document.

Option 2: Each responsible party, subcontractor or sub-recipient 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 the Programme Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud corruption or other financial irregularities or otherwise paid other than in accordance with the terms and conditions of the Programme Document.

Option 3: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Programme Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

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

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

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

XI. ANNEXES

- Project Quality Assurance Report - in UNDP on-line internal system
- Social and Environmental Screening Template - in UNDP on-line internal system
- Project Board Terms of Reference and TORs of key management positions