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PROJECT DOCUMENT
Transnistrian Dialogues, Republic of Moldova

Project Title: Transnistrian dialogues: advancing Track 2 cooperation between society leaders to generate new solutions in the context of the protracted Transnistria conflict

Project Number: 00110795

Implementation Mechanism: Direct Implementation Modality

Start Date: 19 April 2018

End Date: 18 April 2019

PAC Meeting date: 13 June 2018

Brief Description

After 25-year period of protracted conflict, relations between the two banks of the Nistru/Dniester River continue to be affected by increased alienation, lack of engagement, involvement and general disinterest.

Because of this de-facto alienation, key policy and development challenges are not addressed and opportunities for development are not used. This is especially hurtful to the Transnistrian region, which remains underdeveloped and isolated and experiences declining living standards and a significant development gap.

In line with this general trend, broader circles of opinion makers, respected society leaders CSOs, journalists, grass roots activists have not been involved in the settlement efforts and policies and attitudes towards each other are frequently based on misperceptions. Societal players and opinion makers on both sides have little exposure to and opportunity for direct dialogue and mediation, and frequently misrepresent the motives and realities of the other side.

Since 2009, within the [EU-funded SCBM Programme](#), UNDP has been working on reducing the development gap and stimulate cross-river cooperation, by taking a multi-dimensional approach on supporting business links and entrepreneurship, social infrastructure, civil society development, health care and environmental protection. However, as discussions with the EU are ongoing to launch a new phase of the intervention, a key success factor in this regard relies on the capacity to form a community of "confidence building champions", who would help generate ideas and implement innovative and effective joint cross-river initiatives that could bring the two sides closer. Such a group of trend setters will be able to create momentum and necessary traction for settlement-conducive change of attitudes on both banks

The logic of the project is to address the consequences of the conflict, including growing alienation and lack of engagement, and to create a cooperation/coordination network of 40 local conflict resolution leaders, which would contribute to establishing domestic preconditions for conflict settlement and support the emergence of international agreement on what conflict settlement could look like. The project would propose an alternative path of resolving of contradictions and disputes via engagement and involvement of key societal actors who have so far had no voice in conflict resolution efforts. Also, the project will help improve the relationships and establish connections between civil society leaders, societal influencers, journalists, opinion leaders, thematic experts and key societal representatives from Chisinau and Tiraspol, thus creating important precondition for compromise solutions on conflict-related issues and rational dialogue. Institutional change will also be an important parameter as mechanisms will be set up to channel disputes into more cooperative non-confrontational scenarios for resolution.

UNDP will partner with local NGOs from both banks, best positioned to support in reaching out to the most relevant and influential persons, especially on the left bank, the [Institute for Strategic Initiatives from the right bank and SIGMA from the left riverbank](#).

Expected results:

- Main forces and societal actors included in the conflict settlement process, increasing the possibility of resolving disputes between the sides;
- Improved understanding, capacity and the skills of dialogue participants in conducting constructive engagement, resolving disputes with counterparts on the other side, engaging in constructive communication and increasing trust between key actors
- An efficient Track 2 platform set up for policy influential groups on both banks for regular meetings and engaging in communication and search for solutions, as well as advocacy. The platform would allow to bring the Transnistria issue back on the forefront of the political agenda, with constructive solutions being backed by prominent influencers in the country
- 40 local conflict resolution leaders (at least 50% women, at least 45% from either side) equipped with relevant tools to advance the confidence building agenda on both banks in various sectors
- Measurements of public opinion through several questions in public opinion polls conducted by Moldovan polling agencies
- Improved public and societal understanding of the compromises required to achieve the settlement of the Transnistrian conflict;
- Improved quality of conflict-related coverage in mass-media of the two banks. An increase in the number and quality of objective articles in local press, to counter and reverse domination of biased articles distorting the real state of affairs and hampering wider public's better understanding of issues, especially in Transnistrian media outlets;
- Identified solutions for important issues in different areas that both sides are faced with, including trade, economy, taxes.

Contributing Outcome (UNDAF/CPD, RPD or GPD):


UNDAF 2018-2022 Outcome 2: "The people of Moldova, in particular the most vulnerable, have access to enhanced livelihood opportunities, decent work and productive employment generated by sustainable, inclusive and equitable economic growth"

Indicative Output(s):

Output 1: Cross-river Track 2 platform set up for policy influential groups in Transnistria and Moldova championing for constructive approaches that would prepare the ground for a sustainable settlement of the Transnistria conflict

Output 2. Improved capacities of national experts, CSOs members and journalists to generate and implement joint initiatives benefitting people on both banks of the Nistru river

Total resources required:	USD \$300,000	
Total resources allocated:	UNDP	\$300,000

Agreed by (signature):UNDP	
Dafina Gercheva UN Resident Coordinator UNDP Resident Representative	
Date:	14.06.2018

I. DEVELOPMENT CHALLENGE

The so-called "Transnistrian conflict" in Eastern Moldova emerged in the early 90s. Amidst regional geopolitical turmoil, part of Moldova's territory, known as the Transnistrian region, declared its de-facto secession from Moldova in September 1990 and has remained outside of the control of Moldova's central government ever since. In 1992, the conflict went through its most violent phase, with heavy fighting and more than 1,000 casualties. After a ceasefire agreement in mid-1992, the conflict has remained unresolved, hindering the development of both sides for the last 25 years.

Since then, the official peace process had been sinuous, based on a rudimentary consensus on the broad parameters for negotiations. Within this process, the OSCE has been acting as co-mediator alongside Russia and Ukraine, in a five-sided negotiation format, while the EU and the US have joined as observers in the autumn 2005 (known as the "5+2"). Despite cross-river contacts becoming more regular and constructive over the past years, paving the way for confidence building, a meaningful progress towards conflict resolution could be hardly registered. At the technical level, several Working Groups were formed, involving institutions and experts from both banks aimed at cooperation and technical approximation of the two distinct socio-economic, institutional and legal systems, to facilitate the development of Republic of Moldova as a whole.

However, within this 25-year period, relations between the two banks of the Nistru/Dniester River were affected by increased alienation, lack of engagement, involvement and general disinterest. The settlement of the conflict has been mostly a "small circle" affair with little involvement from the larger society, reduced mostly to the interactions between high-level officials and international mediators.

At the general public level, the years of separation have widened the mentality divide. Education systems on both sides cultivated opposing views and painted the "other" as the enemy, while decreasing contacts between regular people meant less information and more stereotypes. An entire generation of young people in their '20s has grown up in this atmosphere. This downward spiral in which societies on both banks of the Nistru/Dniestr River are getting caught deeper and deeper discourages and marginalizes moderate and compromise-oriented positions. It prevents key stakeholders on both sides from engaging in a serious and realistic examination of policy options and solutions. It also reduces the space for informed discussion on what exactly could and should be done to bring the conflict closer to a settlement. Continuously diminishing number of informational, economic, social, human and other exchanges between the two banks complicates the task of breaking this vicious circle.

In line with this general trend, broader circles of opinion makers, respected society leaders CSOs, journalists, grassroots activists are not involved in the settlement efforts and policies and attitudes towards each other are frequently based on misperceptions. Societal players and opinion makers on both sides have little exposure and opportunity for direct dialogue and mediation, and frequently misrepresent the motives and realities of the other side.

Because of this de-facto alienation, key policy and development challenges are not addressed and opportunities for development are not used. This is especially hurtful to the Transnistrian region, which remains underdeveloped and isolated and experiences declining living standards and a significant **development gap**.

According to most experts, neither right bank Moldova nor the Transnistrian region are prepared for a settlement, and preparation is required to bridge the wide divide between the sides. A settlement where both banks would be mechanically merged into a common state could turn Moldova into a dysfunctional entity, making both sides worse off. A lasting solution thus requires spadework on the ground. High impact measures are required to reverse this alienation and generate a critical mass of the people interested and involved in conflict resolution efforts - influencers, mediators, journalists, opinion makers, each with a wide network of contacts and influence at the grassroots level but also

in the government. Their capacities for reconciliation and development need to be enhanced in order to increase prospects for compromises and generate society's interest in conflict settlement.

Since 2009, within the [EU-funded SCBM Programme](#), UNDP has been working on reducing the development gap and stimulate cross-river cooperation, by taking a multi-dimensional approach on supporting business links and entrepreneurship, social infrastructure, civil society development, health care and environmental protection. However, as discussions with the EU are ongoing to launch a new phase of the intervention, a key success factor in this regard relies on the capacity to form a **community of "confidence building champions"**, that would help generate ideas and implement innovative and effective joint cross-river initiatives that could bring the two sides closer. Such a group of trend setters will be able to create momentum and necessary traction for settlement-conducive change of attitudes on both banks. The planned intervention will involve the leaders of the cross-river cooperation platforms established within the SCBM programme, fostering their confidence building potential.

II. STRATEGY

In this context, the project seeks to build and maintain a community of **"local conflict resolution leaders"**, who would serve as an important resource in supporting confidence-building in the communities affected by the Transnistria conflict. Its **Theory of Change (ToC)** is based on the idea that, by bringing together and training 40 people, representing various high-impact societal fields (civil Society, journalists, experts, grassroots activists), they will promote cooperation, change the public attitudes towards conflict resolution on both banks, prepare the environment and public opinion for compromises, generate and implement innovative ideas that will benefit people on both sides and therefore spur positive cooperative dynamic, as well as feed these ideas into the official negotiations for the settlement of the Transnistria conflict. The group will be supported to establish **a network of mutually supportive relationships** and be equipped with tools and experiences that will help them generate these new ideas. The best 4-5 ideas will receive seed funding in support of their initiation; other ideas and suggestions will be included into policy papers that will be advocated via meetings with officials involved in the negotiations process, as well as via TV shows, other media materials. The project will build on the successes of the EU-funded SCBM initiatives and will involve, among others, leaders of thematic cooperation platforms established in the previous phases, for maximum impact.

The project will complement the EU-funded initiative [Support to Confidence Building Measures Programme](#), next phase of which is to start in 2019) by involving cross-river platform leaders and by generating new, innovative ideas that would possible be implemented on the ground through the larger SCBM programme.

The initiative thus aims to serve as a ground to generate and test innovative confidence building initiatives, and, by building a community of "local conflict resolution leaders" (50% of whom would be women), helping to improve significantly the efficiency and targeting of the SCBM Programme. By focusing on building capacity of **women mediators**, they will address another issue – the low involvement of women in the peace process and cooperative initiatives. As preliminary results of [SCORE](#) show, women in Moldova tend to have more stereotypes of people living in the Transnistria region, predominantly caused by having less contacts/acquaintances of people from the region. The project will strive to generate ideas on how to reduce these stereotypes among this target group.

UNDP will partner with local NGOs from both banks, best positioned to support in reaching out to the most relevant and influential persons, especially on the left bank, the [Institute for Strategic Initiatives from Moldova and SIGMA from the Transnistrian region](#).

The intervention will directly address one of the main priorities established within the **United Nations Partnership Framework for Sustainable Development 2018–2022**, agreed with the

Moldovan Government¹, in particular, **Outcome 2: The people of Moldova, in particular the most vulnerable, have access to enhanced livelihood opportunities, decent work and productive employment generated by sustainable, inclusive and equitable economic growth.** It will also be in line with UNDP's Country Programme Document for Moldova², in particular Output 2.2.: *Women, youth and people from regions with special status benefit from better skills, access to resources and sustainable jobs and livelihoods.* Also, it would support Moldova's progress towards the achievement of Sustainable Development Goals 1, 8,9,10, and 16

The logic of the project is to address the consequences of the conflict and to create a cooperation/coordination network of 40 local conflict resolution leaders, which would contribute to establishing domestic preconditions for conflict settlement and support the emergence of agreements on key issues. The project would propose an alternative path of resolving of contradictions and disputes via engagement and involvement of key societal actors who have so far had no voice in conflict resolution efforts. Also, the project will help improve the relationships and establish connections between civil society leaders, societal influencers, journalists, opinion leaders, thematic experts and key societal representatives from Chisinau and Tiraspol, thus creating important precondition for compromise solutions on conflict-related issues and rational dialogue. Institutional change will also be an important parameter as institutions will be set up to channel disputes into more cooperative non-confrontational scenarios for resolution.

The Theory of Change of the intervention strategy also relies on the assumption that, as UNDP experience shows, **cross-river initiatives of this type have a synergetic positive effect.** First, **they bring enabling assistance to vulnerable groups** and second, due to their **reliance on joint efforts**, they **contribute to rebuilding channels for communication and cooperation** between the sides, creating an atmosphere conducive to social cohesion and reconciliation. Such a **shared approach to development** issues, **delivering tangible benefits to the public on both banks**, builds on previous important achievements, **establishing a positive cooperative dynamic between communities** on both sides.

Lessons Learned

The project strategy and ToC has been based on some of the **lessons learned** by UNDP from previous interventions, such as:

Building on shared needs and priorities

Previous UNDP interventions in the Transnistria region were successful because they were based on priorities and development needs of both sides. Ideas and projects were not imposed but closely coordinated with both. It is of paramount importance to coordinate projects on both sides, carefully inform the stakeholders and not to try cutting corners, which leads in the opposite direction – lack of trust. Projects that are transparent, open and that people understand and have the necessary buy-in, open up the region, create joint platforms and change the local environment. Experts and civil society leaders need to be involved to a far great extent in conceptualizing and defining areas for project work. This ensures the necessary fine-tuning and “matching” ideas with reality.

- **Practical approach.** Projects need to be very practical, not theoretical, and the applied nature of these projects is a crucial ingredient of success, as it makes people interested. The idea is to help the sides determine their development priorities and then offer to them creative implementation scenarios that would stay away from difficult political issues that lead to

¹ <http://md.one.un.org/content/dam/unct/moldova/docs/pub/strateg/UNDAF%20Moldova%20EN.pdf>

² <http://www.md.undp.org/content/dam/moldova/docs/Legal%20Framework/CPD%202018-2022.pdf>

deadlocks (as both sides are not willing to make concessions, fearing that they could later be used as "precedents").

- Presence on the ground and in-depth understanding of the operating environment. An in-depth knowledge and understanding of the operating environment is needed, as this will determine what is possible and what is not possible at any given stage. Even though confidence building work itself is apolitical, it depends on the political environment and is sensitive to changes within that environment.
- Invest in capacities development and skills. It is of paramount importance to enhance the capacity of organizations, companies and people from both sides for joint work, as it is quite limited. Both implementing capacity - to "deliver" large joint projects needs to be enhanced, as well as local capacities for peace – i.e. to approach arising conflicts in a constructive, positive manner, and the capacities that would enable partnerships across the divide to last.
- Realistic expectations. Tasks and objectives should be realistic and refrain from raising expectations that cannot be fulfilled. Overambitious goals may tip off the balance the wrong way.

Key principles in the Implementation approach:

Key principles that would be at the base of the intervention strategy include ownership, transparency, continuity, flexibility, responsiveness and a conflict-sensitive and win-win approach. Initiatives and activities within the project will have the buy-in of key actors on both sides from the earliest stages (**ownership** and **transparency**). They will build on the momentum and entry points created in other/previous interventions (**continuity and synergy**). Projects will be implemented during a time when political developments may affect implementation or the environment in which implementation is occurring. Therefore, projects will be designed in a way to take advantage of breakthroughs in relations between Chisinau and Tiraspol and to protect against setbacks. When planned activities for joint cooperation cannot be implemented, then other collaborative opportunities will be explored (**responsiveness and flexibility**).

Although activities will tend to focus on reducing the isolation of Transnistria, they will serve to balance the benefits received (or perceived) by both sides, so as not to generate resentment or exacerbate tensions on either side (**win-win and conflict-sensitive approach**). In their design and implementation, activities will also take into consideration the unique and sensitive operating environment of the Transnistria region.

The capacity development activities will be based on the mobilization, empowerment & consolidation of the supported actors, bringing together women and men, including from most vulnerable groups, around basic gender and human rights concerns;

- Capacity assessments of the supported organisations, with disaggregation by gender and vulnerability criteria of employees/beneficiaries (such as age, disability, ethnic origin, religious affiliation, etc) along major gender and human rights concerns (rights to water, education, health care, employment, participation, etc.), as well as current organizational and functional capacities (where feasible).

The confidence building potential will be emphasized throughout the whole programme. Dialogue and information sharing mechanisms will be established to help connect people and institutions across the river, and support communication and exchange of practices. The project will facilitate **people-to-people links** and **cross-river cooperation**, with the 40 influencers generating large-scale spill-over effect throughout their respected constituencies and influence circles. The supported joint activities and initiatives will promote cooperation between key actors on both banks, establish or reinforce cross-river partnerships, involve the transfer of knowledge and expertise across banks and/or address pressing economic and social needs. The mini-grants awarded within the programme will be selected in a participatory manner by a special Evaluation and Selection

Committee, which will include representatives of relevant stakeholders. The project proposals will be checked against clear criteria, including, besides regular business criteria, those related to impact on vulnerable groups, etc. Activities facilitating **direct people-to-people contacts will be prioritized**. However, **opportunities will be also sought to support the enhancement of an enabling environment within the divided communities**. A particular focus will be maintained on projects that help to: promote culture of tolerance, facilitate dialogue within and between the divided communities including civil society-government contacts, address security and safety concerns of marginalized communities, contribute to good local governance, and strengthen community capacities including empowerment of women to play a more prominent role.

The project will encourage **transferability of positive practice and skills** from the right bank and elsewhere. Capacity-building of relevant actors is a key approach of the project. Only by building sustainable capacities, actors in the region will be able to effect change.

The intervention would also follow the **Human Rights Based Approach**. Guided by the United Nations General Assembly Resolution 48/141, which is about protection of all human rights for all, the project will work with the de facto authorities (duty bearers) in the Transnistrian region to reach out to people in need. The action will emphasize the responsibility of the duty bearers to respect, protect and fulfil human rights and cooperate with international human rights mechanisms. An equally important consideration will be given to ensuring that rights-holders are capacitated to know and claim their rights. It would also seek to advance **gender equality**, by mainstreaming gender concerns within the project, including targeting specifically women beneficiaries, collecting and monitoring sex-disaggregated data, etc. The project will ensure that women voice and needs are equally considered in the process of the conflict settlement. Gender-sensitive language will be encouraged and incorporated into all activities. Equal access and equal involvement in decision-making will be assured throughout the program. Gender mainstreaming will also be part of steering systems, including controlling and quality management, as well as all evaluations throughout the program. IPIS and SIGMA will also work with recognized personalities and organizations in Moldova which actively promote gender mainstreaming.

It would also seek to promote **environmental sustainability** within its activities, as well as with partner people and institutions. The project will pass the Environmental and Social Screening Procedure standard for UNDP projects, and be implemented in conformity with UNDP policies to ensure environmental sustainability, as well as ensure that there is a minimal negative impact on the environment.

General and Specific Objectives:

The objective of the project is to equip and train a group of 40 local conflict resolution champions to deliver innovative solutions to conflict-generated issues. Specific objectives are to train and mobilize the group to:

- have a high impact on the resolution of key pressing issues for the people on both banks;
- increase mutual understanding, especially among young people, about each other. Promote tolerance, dialogue and respect for differences in communities and media on both banks;
- mobilize public opinion and help address key problems and have a voice in conflict settlement;
- prepare and create a more benign and more informed domestic environment, including media environment, about each other and the compromises that a sustainable settlement of the conflict will require;
- undertake concrete joint actions in areas of expertise through small grants projects;

The unique feature of the project is the top quality of its participants: mid and top career accomplished professionals in the fields of journalism, politics and civil society, capable of generating and setting the trends and making the maximum impact on both public opinion and decision-makers.

The innovation of the project is that it will broaden the circle of people involved in conflict resolution through meaningful inclusion and empowerment of top level representatives of society from both banks.

Sustainability is that the project creates sustainable links between public tribunes, including journalists, experts, opinion makers, who will continue to produce results and replicate the knowledge and connections they received during the project after the project ends. The platform will continue beyond the lifetime of the project to become a group of insider mediators who will address key pressing issues.

Sustainability will also be ensured through constant engagement and “coaching” by project leaders and experts of insider mediators to share knowledge and build bridges, as well as ensure their gradual empowerment that would turn them into respect voices on conflict resolution among their constituencies. Local ownership is therefore key to the sustainability of the project.

The materials, including video production, will be promoted on key national TV channels with nationwide coverage. The videos will contribute to local campaign to produce and air high-quality content for local audience, with specific messages tailored for various target groups on the left and on the right bank and properly calibrated to the Russian-speaking and Romanian speaking audiences, in place of divisive newscasts and the promotion of enemy images.

The initiative will follow the general **Project Objective** as follows:

Men and women on both banks of the Nistru River have **better livelihoods and living conditions**, due to **improved cross-river cooperation** between key actors across the post-conflict divide:

To achieve this, the proposed intervention focuses on delivering the following **specific outputs**:

Output 1. A functional, institutionalized Track 2 platform for policy influential groups between experts, influencers, journalists, civil activists, opinion makers, CSOs and representatives of intellectual elites from both banks, championing for constructive approaches that would prepare the ground for a sustainable settlement of the Transnistria conflict;

Output 2. Improved capacities of national experts, CSOs members and journalists to generate and implement joint initiatives benefitting people on both banks of the Nistru river.

III. PROJECT ACTIVITIES, RESULTS AND PARTNERSHIPS

The proposed intervention seeks to comprehensively address the issues described above, by focusing efforts in two directions. The estimated timeframe for their implementation is 12 months.

Tentative activities include:

1. Under Output 1:

- 1.1. Conduct capacity building assessment and develop a year-long Track 2 program for local conflict resolution champions and policy influential groups
- 1.2. Provide support for the organization of at least four 3-day long seminars for at least 40 participants each

1.3. Organize two study visits for the most active participants from either side – experts in relevant fields (from conflict-related, to economic, social affairs, environment, etc.), CSO representatives, journalists, etc.

1.4. Support cross-river public dialogue through active participation of conflict resolution champions in TV shows and online media

With support of a partnership of NGOs from both banks (Institute for Strategic Initiatives and Sigma Expert), implement a year-long program, consisting of at least four 2 or 3-day long seminars, two week-long study visits to Vienna and Brussels for the most active participants (up to 16). The trainings will include lectures and simulation exercises by recognized conflict resolution experts and practitioners, as well as master classes by famous local and foreign journalists, media and communication experts. As part of the program, the group will be trained in UN global insider mediation techniques and methodologies which has been applied in many countries, including BiH and Ukraine. The global insider mediation programme and its methodology is also supported by Clingendael Academy which is funded by the Dutch MFA. Apart from formal sessions, the format will provide space for guided informal interaction among participants – communication games, site-seeing, aimed at fostering and strengthening informal links between participants. The study visits will focus on studying the Austrian example of building a civic nation, neutrality, overcoming post-war trauma, federative state aspects, OSCE, UN institutions; meetings at the EU Commission, Parliament, other EU institutions; a public round table on the Transnistrian conflict settlement in Brussels. The beneficiary group will consist of approximately 40 people from both riverbanks (at least 50% women, at least 45% from either side – experts in relevant fields (from conflict-related, to economic, social affairs, environment, etc.), CSO representatives, journalists, etc.

The **methodology for the selection of participants** will be the key preparatory phase for the project, and special attention will be dedicated to select and prepare people with influence and accomplishments. To select the candidates, the project will set up a selection committee comprising project leaders and experts, accomplished local and regional professionals in conflict resolution, including former negotiators, UNDP and representatives of other development partners. Transnistrian partners will play a key role in the nomination of candidates from the Transnistrian region. Project leaders and experts will then hold individual consultation with each nominated participant to convince them to invest significant amount of their personal time, including three full-weekends, in the program. This will be largely accomplished through their subsequent – learned – ability to influence the conflict resolution process.

Apart from formal sessions, the format will provide space for guided informal interaction among participants – communication games, site-seeing, aimed at fostering and strengthening informal links between participants. The group will regularly exchange with political representatives and other participants in the 5+2 talks, as well as international representatives, who will regularly participate in the seminars.

To support more cross-river public dialogue, the program will be reflected in local and regional TV channels. Different formats will be offered, including a series of discussions on Moldovan and Transnistrian TV channels where the participants will debate the Transnistrian problem with the main aim to help the audiences better understand each other's positions. Over 20 TV programs in the course of the project will be organized: talk shows, films, local content. Also, pairs/groups of mediators from similar fields will be enabled to develop brief policy papers, as a condition of their graduation from the programme, that will be presented to the participants in the official 5+2 negotiation process and used by them in advocacy.

In order to ensure permanent visibility and publicity for the project, the project team will:

- encourage participants to reflect the various stages of the program on their social media pages, thus reaching out to their networks of friends and followers.

- edit short video clips from each of the seminars, study-visits to Brussels/Bratislava and Vienna in each participant with share in one or two phrases their impressions of their experiences.
- dedicate special attention to the coverage of the final international conference which will summarize the results of the project and will be a highly visible event. Apart from the live coverage through privesc.eu and realitatea.md, we will realize and distribute synopsizes of each presentation and session live, while after the end of the event we will (1) post each session as a separate video clip (2) put each presentation as a separate clip and edit 8-10-minute synopsis comprising the most important fragments of presentations and key ideas expressed at each panel. Our participants, along with other interested experts and people, will distribute some of these clips, contributing to extensive outreach and maximizing the public impact of the conference.
- invite key media outlets from both Chisinau and Tiraspol to cover the conference and make dedicated news about its work.
- make available the conference's international experts to participate in topical talk-shows and interviews realized on the margins of their visit to Chisinau.
- at the end of the project, film and edit a series of 3-5 minutes video-clips on particular topics related to the Transnistrian conflict and CBMs, in which we will put together in the collage the brightest excerpts from the interviews with our participants – what have they learned in the course of their involvement in the project, what were the main stereotypes they came with into the program and that they have overcome, what they consider should be the most efficient people-to-people programs.

These and other activities will help project management to significantly increase the outreach and the public's awareness of the project, but also of the various facets of the Transnistrian issue. However, to prepare and implement an endeavour of this scale in a frozen conflict environment, significant amount of time and effort needs to go to shuttle diplomacy to convince top calibre insider mediators to become involved and engaged.

Expected output results:

- The project will bring the Transnistrian issue back to the forefront of public agenda, to show that renowned and respected personalities don't treat as a marginal and unattractive subject but are getting personally involved in searching for solutions and common ground.
- An efficient institutionalized Track 2 platform set up for influential groups that can influence policy on the two banks for regular meetings and engaging in communication and search for solutions, as well as advocacy.
- 40 conflict resolution leaders (at least 50% women, 45% from either side) equipped with relevant tools to advance the confidence building agenda on both banks in various sectors
- 4 top-level high-impact meetings organised, 2 study-visits to Brussels and Vienna/Bratislava, and one consultation with the 5+2 format officials, to inspire creative joint solutions to be fed in development programming and policies on both banks 20 TV programs, videos, talk shows about each other, SCBM programs, aired on TV channels with wide coverage of both sides, to support cross river dialogue, resulting in improved public understanding of each other and of the need to compromise;
- At least 5 co-generated policy papers developed and provided as advocacy tools to key decision-makers in the settlement process

Higher level impact of the project:

- Main forces and societal actors included in the conflict settlement process, increasing the possibility of resolving disputes between the sides;

- Improved understanding, capacity and the skills of dialogue participants in conducting constructive engagement, resolving disputes with counterparts on the other side, engaging in constructive communication and increasing trust between key actors
- Measurements of public opinion through several questions in public opinion polls conducted by Moldovan polling agencies
- Better knowledge and understanding of each other, reduced stereotypes;
- Improved public and societal understanding of the compromises required to achieve the settlement of the Transnistrian conflict;
- Improved quality of conflict-related coverage in mass-media of the two banks. An increase in the number and quality of objective articles in local press, to counter and reverse domination of biased articles distorting the real state of affairs and hampering wider public's better understanding of issues, especially in Transnistrian media outlets;
- Identified solutions for important issues in different areas that both sides are faced with, including trade, economy, taxes;
- Provided support the SCBM programme with high-impact events.

2. Under Output 2

- 2.1. Provide support to conflict resolution leaders to design small grants in a participatory and innovative manner
- 2.2. Provide support to the implementation of 5 with grants of up to 10,000USD from FW funds

The conflict resolution leaders will be empowered to develop innovative ideas, relying on the social innovation generation know-how of UNDP MiLab. The best initiatives, generated by partnering insider mediators, will receive small grants as seed funding (4-5 of up to 10,000 USD), with a view of having them later implemented with the help of the EU-funded SCBM Programme.

The conflict resolution leaders will be involved as well in supporting the SCORE initiative, by discussing and validating the results of previous iterations, and providing inputs in support of rolling out SCORE in the Transnistria region

Expected results:

- 40 conflict resolution leaders (50% women) equipped with necessary tools and enabled to innovate and promote co-designed solutions benefitting the population on both banks of the Nistru river;
- At least 10 innovative solutions generated with the FW funds, to be implemented in 2019 within the next CBM programme, and;
- Support to SCORE rollout provided.

Partnerships

The initiative will seek to complement and build synergies with other projects and initiatives in the field. UNDP is currently ending the 4th phase of the EU-funded *Support to Confidence Building Programme*, and will build on the experience in cooperating with the left bank business community and local authorities. A new phase of SCBM is expected to start in 2019, that should have a business development component, a community infrastructure support component, as well as work with cultural heritage sites. In this context, the present initiative will complement the capacity building efforts from the SCBM Programme, by helping generate new ideas and fostering a network of trend setters who will champion cooperation.

Risks and Assumptions

Description of risk	Type and Category	Risk management actions
Volatile political and security environment, subject to unforeseen and sudden changes	Political/ High	<p>The project will take into account the specific political setting that will exist in the region at the moment of implementation.</p> <p>The implementation of the activities will be planned and approached with caution, including the timing, visibility and presentation issues. A Visibility strategy will outline the modality of interacting with media from both banks. In case of significant changes in the context, and impossibility of implementation of activities on the left bank, interventions will focus on the right bank, while involving beneficiaries from the left bank.</p>
Activities may be delayed due to the regional context, and perception towards confidence building approach	Operational /Medium	<p>The project team will ensure that the local administration is informed on an on-going basis about the aims and the activities planned, including inviting them to the events. All activities have to remain non-political. Formalization of the participation of Transnistrian organizations should be kept to a minimum in order to avoid potential problems and remain non-contentious.</p> <p>The importance of the confidence building approach will be explained and all activities will be planned and implemented in an impartial manner, focusing on concrete improvements in people's lives.</p>
Lack of engagement on behalf of TN stakeholders	Operational/ Medium	<p>Prior consultations were in place to guarantee a buy-in on behalf of TN beneficiaries. Continuous engagement with key stakeholders will be ensured, as well as mobilisation of local resources to promote the local ownership of the results of the implemented action. The partner NGO will ensure improved reach out and encourage participation</p>
Limited interest from de facto authorities to implement joint confidence building activities	Operational / High	<p>When planned activities for joint cooperation cannot be implemented, other collaborative opportunities will be explored, in full accordance with principles of responsiveness and flexibility.</p>
Parliamentary and local elections leading to change in priorities	Political /Medium	<p>The implementation team will manage this risk through continuous communication with relevant stakeholders, supporting projects that are responding to pressing needs and/or that are selected in a participatory manner. In case of leadership changes, meetings will be set up early in order to present programme priorities, activities and intended results.</p>
Different financial systems in the Transnistrian region	Operational / Medium	<p>Financial flows to Transnistrian banks for TN NGOs and social institutions have facilitated delivery of activities. UNDP will continue to further explore the issue of higher incurred costs for transfers and currency exchanges.</p>

Stakeholder Engagement

The project will focus directly on 40 top level trend setters, at least half of them women, by training and empowering them and preparing them to play a more active role in Transnistrian conflict settlement efforts, as well as creating a proper peace building and conflict resolution environment in their respective constituencies.

Indirectly, the project will benefit the larger public, who will have a channel to communicate and resolve their problems and issues with the decision makers through this mechanism. The ideas generated throughout the project will have tangible impacts on the population. Insider mediators will actively advocate for solutions to pressing issues and exercise pressure on the decision-making circles. At least 500,000 people living on both banks could potentially benefit from the outreach and high-quality video production and content, increasing trust, informing the public, breaking stereotypes and enemy images and preparing both sides for compromises.

The project will also benefit participants in the 5+2 political negotiations by connecting them to analysts, opinion makers, journalists, civil society leaders and creating feedback mechanisms with top societal voices from both left and right bank. Also, it would help decision makers at the OSCE, Vienna and Brussels by informing them from first-hand sources about the conflict, approaches and areas for possible rapprochement between Chisinau and Tiraspol.

At the same time, the initiative will rely on strong coordination and partnership with national and local authorities, including the Moldovan Bureau for Reintegration, officials on the left bank, etc.

IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

The proposed strategy is expected to deliver maximum results while making the best use of available resources. By combining with some of the resources and experience accumulated in other UNDP projects (sharing costs the project staff), it will reduce the costs, as well as save significant time needed for recruiting and getting up to speed. The project 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 for UNDP and UN Country Team agencies due to existing arrangements within the UNDP Moldova Country Office.

Project Management

UNDP Country Office in Moldova (UNDP CO) will be the Implementing Partner of this project and will be responsible for producing outputs and use of resources. As such, it will bear the overall accountability for delivering the programme in accordance with its applicable regulations, rules, policies and procedures, as outlined [here](#).

Project Board

The project will be managed at the highest level by its Project Board. The Board composition, decided during the Local Project Appraisal Committee, includes representatives of UNDP, the Bureau for Reintegration, European Union, Sweden Embassy, UK Embassy, Ada, SDC and, potentially, other actors interested in the field, as well as civil society delegates. Given that the project target groups are also civil society organizations, conflict of interest shall be avoided. Formal minutes shall be prepared and adopted for each meeting of the Project Board, detailing any proposals made and decisions taken.

The Project Board will meet no less than two times per year in order to ensure the efficient monitoring and evaluation of project results and maintain continuous cooperation between all project' partners at all stages of project implementation.

The Project Board will be responsible for approving quarterly and annual work plans, assessing progress, discussing lessons learned, and taking decisions on proposals and recommendations put before it by any of its members. It shall discuss and decide upon specific Project 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 Project and its beneficiaries. The Project 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 Project Board:

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

Selection Committee: As the Project envisages grants provision, the Project Board will decide on the composition of the Selection Committee and criteria for grants awardees selection. The responsibility of the Selection Committee will be to evaluate proposals against the selection criteria and make recommendations to the Project Board for financing.

The project will use a flexible mechanism for identification of grant beneficiaries – the mechanisms will be approved by the Project Board. The Selection Committee will evaluate all proposals and make recommendations to the Project Board. The Project Board will make the final decision.

Project Assurance is a key element of the PRINCE 2 project management method, upon which the Project Management Arrangements are based. 'Assurance' is essentially an independent audit function, whereby the Project Board is able to monitor progress against agreed work plans. On behalf of UNDP, the function is delegated to a UNDP Portfolio Manager. Specific 'Assurance' tasks are to:

- Ensure that funds are made available to the programme;
- Ensure that risks and issues are properly managed and monitored, and that the logs are regularly updated;

- Ensure that Programme Progress/Financial Reports are prepared and submitted on time, and according to standards in terms of format and content quality and submitted to the Programme Board;

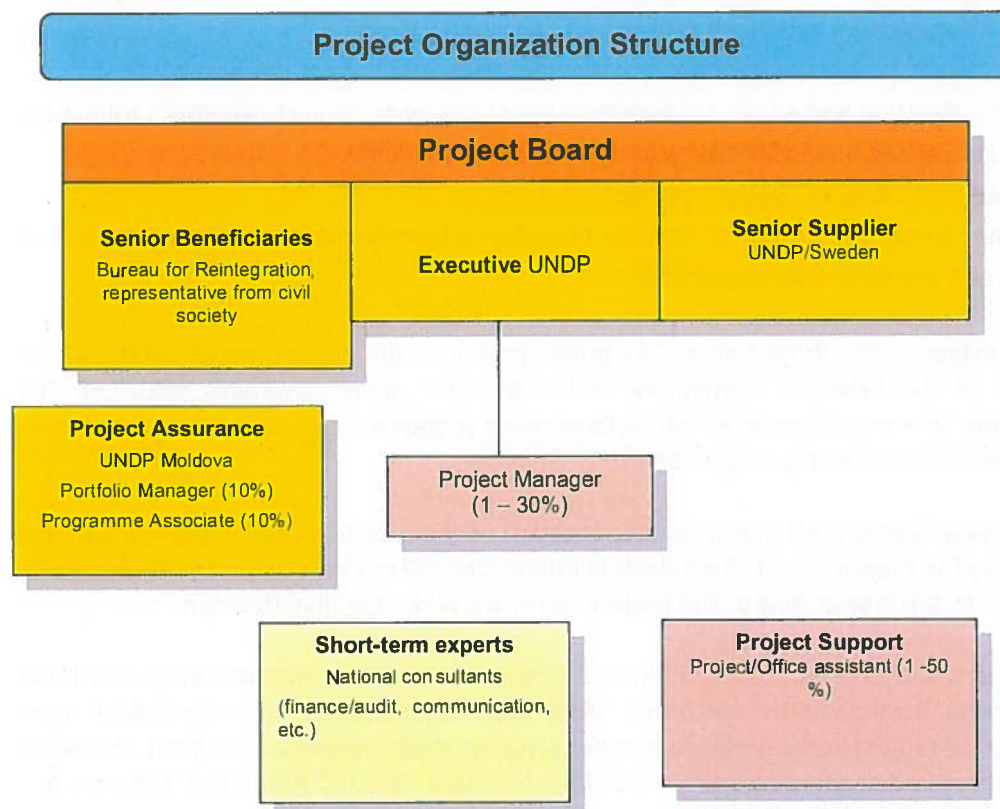
Management Structure

UNDP Moldova will be responsible for project administration including: organising 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 etc., in order to ensure the timely and expedient implementation of project activities, including the provision of continuous feedback and information sharing among stakeholders.

The management of the project will be performed by the Programme Manager, based on a time-sharing arrangement, who will be assisted by the programme team. A Programme Assistant will be responsible for technical aspects of the whole programme implementation (finance, office management, logistics, etc.). Detailed descriptions of duties of all project advisory, management and technical staff will be reflected in their terms of references.

During the project implementation, synergies and linkages with other ongoing projects, in particular in the areas of confidence building, local development, rural development and promotion of green economy implemented by UNDP and UN agencies will be maintained and strengthened

The administrative - operations unit will handle finance, administration, procurement and logistics for the two components. Expertise of international and national consultants (short and long term) will be sought to advice and support the implementation, as required.



Duration

The programme duration is of 12 months from the date of signing of the Financing Window notification letter (19 April 2018)

Funding

The project is funded by the UNDP Financing Window. The budget breakdown is provided in the Work Plan.

Communication and Visibility

All project activities will adhere to UNDP's requirements for visibility. A detailed communication and visibility strategy for the project will be developed and agreed with the Board in the first quarter of the project implementation.

I. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: UNDAF 2018-2022 Outcome 2: The people of Moldova, in particular the most vulnerable, have access to enhanced livelihood opportunities, decent work and productive employment generated by sustainable, inclusive and equitable economic growth"

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

Outcome 2.1: Employment rate, by urban/rural, sex, age (2015) Total: 40.3%, Urban: 42%, Rural: 38.9%, Women: 38.4% (urban 39.5%; rural 37.5%), Men: 42.3% (urban 44.9

Small Area Deprivation Index (SADI) as average of SADI ranks for communities from the 1st quintile, by regions and SADI components (economic, environment, infrastructure). Baseline (2014): North: 85; Center: 82; South: 105; ATU Gagauzia: 140. Target (2022): The average of ranks of the poorest communities (1st quintile), by regions, should get the value in close proximity of 85 (=average of SADI ranks for 1st quintile) for all components: SADI total, economic deprivation, environment deprivation, infrastructure deprivation%; rural 40.4%). Target (2022) Total: 44.1%, Urban: 46.0%, Rural: 42.6%, Women: 42.6. % (urban 43.8%; rural 41.6%), Men: 45.6% (urban 48.4%; rural 43.6%)

Applicable Output(s) from the UNDP Strategic Plan: 1.1.2. Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs

Project title and Atlas Project Number: Transnistrian dialogues: advancing innovative expert-level cooperation and insider mediation skills to generate new solutions in the context of the protracted Transnistria conflict

EXPECTED OUTPUTS	OUTPUT INDICATORS ³	DATA SOURCE	BASELINE*		TARGETS (by frequency of data collection)	
			Value (2017)	2018	2018	2019
Output 1 <i>A functional, institutionalized Track 2 platform for policy</i>	1.1 An efficient institutionalized platform set up for influential groups to influence policy in Transnistria and Moldova proper.	<i>Project reports, external testimony</i>	Lack of cooperation among experts (2017)	1	1	1

<p><i>influential groups between experts, influencers, journalists, civil activists, opinion makers, CSOs and representatives of intellectual elites from both banks, championing for constructive approaches that would prepare the ground for a sustainable settlement of the Transnistria conflict;</i></p> <p>Output 2. Improved capacities of national experts, CSOs members and journalists to generate and implement joint initiatives benefitting people on both banks of the Nistru river</p>	<p>1.2. Number of trend setters equipped with relevant tools to advance the confidence building agenda on both banks in various sectors</p>	<p>Project reports, external testimony</p>	<p>Reduced capacity of existing BAs</p>	<p>10 (45% from either side) (>50% women)</p>	<p>30 (45% from either side) (>50% women)</p>
	<p>1.3. Number of top-level high-impact meetings organised to inspire creative joint solutions to be fed in development programming and policies on both banks</p>	<p>Project reports, external testimony</p>	<p>None</p>	<p>1</p>	<p>3</p>
	<p>1.4. Number of programs aired on TV channels with wide coverage of both sides, to support cross river dialogue</p>	<p>Project reports, external testimony</p>	<p>Limited</p>	<p>7</p>	<p>13</p>
	<p>1.5. Number of policy papers developed and provided as advocacy tools to key decision-makers in the settlement process</p>	<p>Project reports, external testimony</p>	<p>None</p>	<p>1</p>	<p>4</p>
	<p>2.1. Number of insider mediators equipped with necessary tools and enabled to innovate and promote co-designed solutions benefitting the population on both banks of the Nistru river</p> <p>2.2. Number of innovative solutions generated and implemented with the FW funds</p>	<p>Project reports, external testimony</p>	<p>None</p>	<p>10 (45% from either side) (>50% women)</p>	<p>30 (45% from either side) (>50% women)</p>
	<p>Project reports, external testimony</p>	<p>None</p>		<p>5</p>	

* The baseline refers to the framework of this area of intervention

II. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:
[Note: monitoring and evaluation plans should be adapted to project context, as needed]

Monitoring Plan

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

Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	

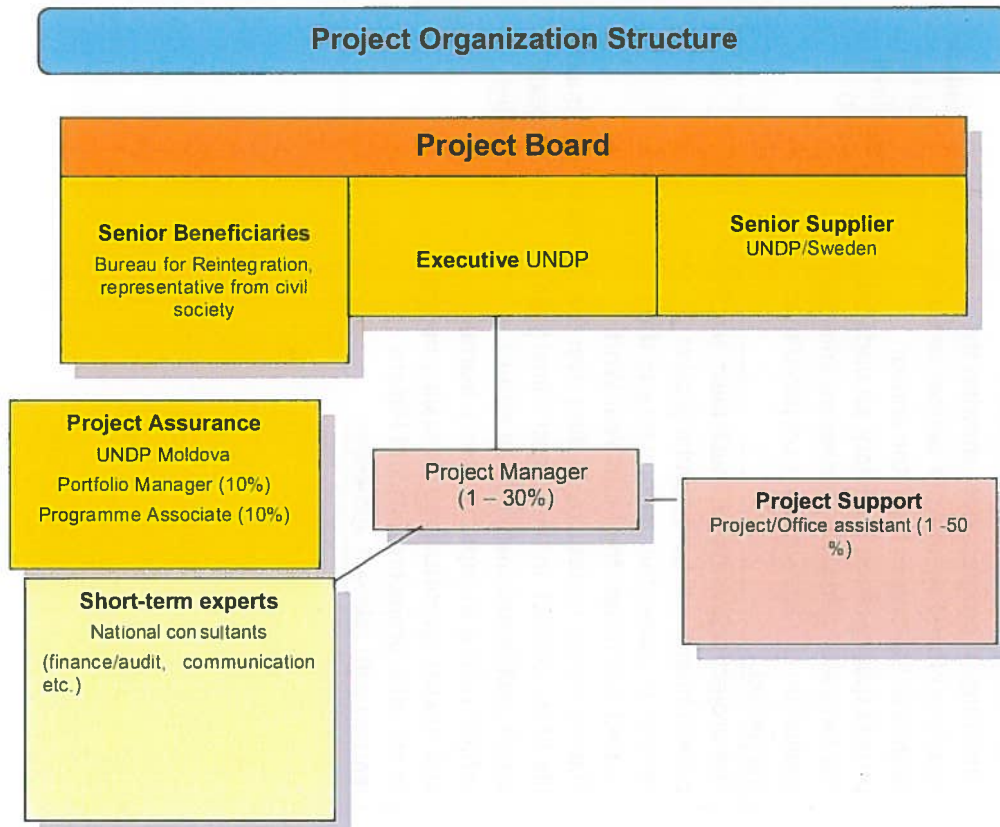
III. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

UNDP Moldova will be responsible for project administration including: organising 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 etc., in order to ensure the timely and expedient implementation of project activities, including the provision of continuous feedback and information sharing among stakeholders.

The management of the project will be performed by the UNDP Programme Manager, based on a time-sharing arrangement, who will be assisted by the programme team. A Programme Assistant will be responsible for technical aspects of the whole programme implementation (finance, office management, logistics, etc.). Detailed descriptions of duties of all project advisory, management and technical staff will be reflected in their terms of references.

During the project implementation, synergies and linkages with other ongoing projects, in particular in the areas of confidence building, local development, rural development and promotion of green economy implemented by UNDP and UN agencies will be maintained and strengthened

The administrative - operations unit will handle finance, administration, procurement and logistics for the two components. Expertise of international and national consultants (short and long term) will be sought to advice and support the implementation, as required.



IV. LEGAL CONTEXT

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

V. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]⁴ [UNDP funds received pursuant to the Project Document]⁵ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/seu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

⁴ To be used where UNDP is the Implementing Partner

⁵ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- e. 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.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

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

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

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

UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

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

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

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

VI. ANNEXES

1. **Project Quality Assurance Report** – to be uploaded in the UNDP System
2. **Social and Environmental Screening**
3. **Risk Analysis.** Use the standard Risk Log template.
4. **Project Board Terms of Reference and TORs of key management positions**

