

AFUnited Nations Development Programme

Country: Republic of Moldova

Project Document

Project Title:	"Strengthening Parliamentary Governance in Moldova"
UNPF Outcome(s):	Institutional Strengthening: Increased transparency, accountability and efficiency of central and local public authorities. Human Rights, Empowerment of Women and Anti-discrimination: State bodies and other actors effectively promoting and protecting human rights, gender equality and non-discrimination, with particular attention to the marginalised and the vulnerable.
Overall objective:	The Parliament of the Republic of Moldova has improved legislative and accountability frameworks and functions in effective, inclusive and transparent manner.
Expected Output(s):	Output 1: Members of the Parliament and Standing Committees have improved capacities to review and adopt the legislation related to EU integration agenda. Output 2: Members of the Parliament and Standing Committees have improved capacities to oversee policy implementation with a particular focus on policies related to the implementation of SDGs and the EU integration agenda. Output 3: Parliament of Moldova has improved capacities to better engage with CSOs, media and citizens.
Executing Entity:	UNDP Moldova
Implementing Agencies:	Parliament of the Republic of Moldova

Programme Period:	07/2016 – 12/2019
Atlas Award ID:	_____
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Management Arrangements:	Support to NIM

Total resources required	USD 4,300,000
Total allocated resources:	USD 4,300,000
Government of Sweden (2016-2019):	USD 4,300,000

Agreed by the Parliament of the Republic of Moldova:

Mr. Andrian Candu, Speaker of the Parliament of the Republic of Moldova

Agreed by UNDP Moldova:

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Agreed by the Embassy of Sweden to the Republic Moldova:

Ambassador Signe Burgstaller, Embassy of Sweden to the Republic of Moldova

Brief Description

The project “Strengthening Parliamentary Governance in Moldova” is designed to address the main needs of the Parliament of Moldova in the areas of legislation making, oversight and representation during the on-going process of domestic reform spurred by closer relations with the EU. The activities will continue the work commenced under the Democracy Programme (2012-16), including mainstreaming human rights and gender equality in line with the recommendations of the parliamentary Gender Audit and the Gender Mainstreaming Action Plan.

The project will address some of the emerging needs related to the implementation and oversight of the Association Agreement (AA) and the Deep and Comprehensive Free Trade Agreement (DCFTA) with the European Union. The project will enhance Parliament’s capacities in relation to the harmonisation of the Moldova’s legislation with the EU norms and standards. The project will also assist in making the Parliament’s legislative activity more open, transparent and participatory through establishing tools and mechanisms for the engagement with the Civil Society, professional associations and general public. Project interventions will offer and encourage equal opportunity for male and female participation.

The project will seek to strengthen the internal capacities and outreach of the MPs cross-party thematic groups. The project will support the Parliament’s transparency and internal accountability mechanisms, and also its role in strengthening anti-corruption efforts by strengthening capacities in corruption proofing of the legislation and by facilitating the participation of the MPs in the international and European parliaments’ anti-corruption organisations and networks. Moreover, the project will utilize innovation tools to improve parliamentary processes and engage actively with public and especially with youth.

In addition, the project will assist the Parliament in strengthening its oversight and scrutiny function with a priority focus on the EU integration agenda. In line with the emerging global development agenda embedded in the Sustainable Development Goals (SDGs), the Parliament will be supported in enhancing its oversight role in monitoring of the progress in implementing the localised SDGs targets that correspond to EU integration priorities. The project will contribute to the establishment of an effective interaction with the Government on the implementation of the national strategies, and with constituents, Civil Society and media, as well as will support capacity development of the Gagauz People’s Assembly.

The project will support the implementation of the Parliament Secretariat’s Strategic Development Plan with a view of strengthening the professionalism and relevance of the parliament services and will provide assistance in setting up of the Parliament Information Management System (e-Parliament).

Similar to the previous assistance delivered to Parliament, the project will be implemented in line with strategic priorities of the United Nations in Moldova.

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I. CONTEXT AND SITUATION ANALYSIS

Parliamentary development is part of UNDP's democratic governance assistance worldwide, through which UNDP helps nations build democratic frameworks to improve representation, accountability and transparency for the benefit of citizens. Institutional development of public institutions is one of the key objectives for the Government of Moldova and the United Nations in Moldova Partnership Framework for 2013–2017 Towards Unity in Action that identifies "increased transparency, accountability and efficiency of central and local public authorities" as one of the key objectives in enhancing Democratic Governance, Justice, Equality and Human Rights.

This project is designed to address the main needs of the Parliament of Moldova in the areas previously supported by the "Improving the Quality of Moldovan Democracy through Electoral and Parliamentary Support" (Democracy Programme) June 2012- June 2016. In addition, it addresses some new areas considering the Parliament's role to advance country's European agenda and oversight over proper implementation by the Executive of RM-EU Association Agreement (AA) and Deep and Comprehensive Free Trade Agreement (DCFTA) and the recently approved "Moldova's Priority Reform Action Roadmap".

In March 2016, the Government, jointly with the Parliament has prepared and approved the Roadmap for priority reform actions that need to be undertaken for speeding up the implementation of the AA. During the second Association Council meeting between the European Union and the Republic of Moldova, the EU and Moldova reconfirmed the common determination to implement their commitments to strengthening Moldova's political association and economic integration with the EU. Both parties underlined the importance of dialogue and cooperation with civil society, in particular in the implementation of the Association Agreement, and the need for an enhanced civil society participation in the public policy and decision-making processes in Moldova. Moldova institutions Roadmap for priority reform actions aims to address these issues with specific legal amendments and initiatives. Both Parliament and Government have focussed their agenda towards implementing the Roadmap. With UNDP's support, the Parliament established the Council for European Integration that will allow greater coordination and internal communication on priority reforms. The project team will provide support the Council in addressing thematic issues related to the Roadmap and the EU-Moldova Association Agreement.

The objectives of the reforms aiming at a closer relationship with the EU are being reinforced by the global development agenda embedded in the Sustainable Development Goals (SDGs) adopted by the UN Member States, including the Republic of Moldova, in September 2015. The Parliament will be supported in enhancing its oversight role in monitoring of the progress in implementing the prioritised and nationalised SDGs targets ensuring the country's sustainable development.

The project will be further focused on strengthening the legislative, oversight and representation functions of the Parliament and will increase interaction with the other actors like NGOs, mass media, People's Assembly of Gagauzia and others. It will continue to build the capacities of members of Parliament and train staff in core legislation and oversight techniques and will support the modernisation of parliamentary support services. The project will assist the Parliament to improve its transparency and outreach, increase the participation of civil society and citizens, and focus on continued gender and human rights mainstreaming.

New opportunities for engagement

UNDP Moldova has provided assistance to the Parliament since 2009. In 2012, it started the Democracy Programme, which has two components and works with two national partners – the Central Electoral Commission and the Parliament. The Democracy Programme has contributed to

improving the Parliament’s core functions of law-making, oversight and representation. During 2012 - 2015, encouraging signs have been noticed and shared by all stakeholders: the legislation process benefited from public consultations and field visits, oversight of the budget and laws was conducted by better informed and capacitated committees, representation improved through parliamentary outreach and communication, as well as through increased access and the four established constituent offices.

Despite the progress made, members of Parliament and staff work in a highly complex and unique political environment where a democratic culture is still nascent and influenced by fragile coalitions. Parliamentary support beyond 2016 is needed to consolidate the gains made and to address new challenges.

Since 2014 Elections, Moldova faced an increasing level of social and political instability. In January 2016 a new centre-right government—the third since the parliamentary elections—was appointed. The new parliamentary coalition comprises of the Democratic Party (PDM), the Liberal Party (PLM), as well as 14 MPs who originally were from the Communist Party (PCRM), 8 MPs that split from the Liberal Democratic Party (PLDM), and one independent MP.

The parliamentary opposition consists of the Party of Socialists (PSRM), the Party of Communists (PCRM) and the Liberal Democratic Party (PLDM).

Political Group	Seats (2014)	Seats (2016)
Party of Socialists (PSRM)	25	24
Liberal Democratic Party of Moldova (PLDM)	23	11
Party of Communists (PCRM)	21	7
Democratic Party of Moldova (PDM)	19	20
Liberal Party (PLM)	13	13
Independent MPs	0	26
Total	101	101

The long lasting process of the negotiations to establish the coalition that brought to light numerous contradictions between the coalition parties raises the question of the viability of the coalition and of its ability to carry out reforms. It places both Government and Parliament under immense pressure to deliver results, foremost by stabilising the economy and banking sector, improving service delivery, fighting corruption and reforming the judiciary. Failure to deliver carries the potential of consequences that could lead to motions of no-confidence and early elections.

An additional challenge for Parliament is the high number of newly elected members. Only 37 members of Parliament were re-elected and 64 members are new members. Though, as a positive side, it should be mentioned that the number of women parliamentarians increased from 19 to 21 (20.78%) compared to the previous legislatures.

The Parliament has established nine standing committees:

	Committee	Members
1.	Committee on Legal Affairs, Appointments and Immunities	11
2.	Committee on Economy, Budget and Finance	13
3.	Committee on National Security, Defence and Public Order	10
4.	Committee on Foreign Affairs and European Integration	11
5.	Committee on Human Rights and Ethnic Relations	11

6.	Committee on Public Administration, Regional Development, Environment and Climate Change	11
7.	Committee on Culture, Education, Research, Youth, Sports and Media	10
8.	Committee on Agriculture and Food Industry	12
9.	Committee on Social Protection, Health and Family	11

Reform plans and main needs of the new Parliament

Since the start of the new parliamentary term, the Speaker of Parliament has shown a strong desire to reform the Parliament. There is a particular awareness about the need to further develop the capacities of members and staff for the effective fulfilment of the legislative, oversight and representation functions of the Parliament, to make the work of committees more effective, and in addition to modernise the support systems in Parliament, including the ICT structure and Secretariat services¹. The areas identified are in line with earlier assessments conducted by UNDP as well as the findings and recommendations of the Functional Analyses of the Parliament Secretariat conducted in 2015. ICT issues and options for modernising the website, intranet and information management are also assessed in the report on the management capacities of Parliament.

In January and February 2015, the resident UNDP Parliamentary Specialist conducted meetings with a wide range of parliamentary stakeholders to hear directly from newly-elected members and staff about their imminent needs and expected challenges related to the work at Parliament. These needs, together with the findings of an assessment mission in March 2015 by an international Parliamentary Specialist, form the main areas of support by the new project².

Core functions of Parliament

The Parliament plays a fundamental role in establishing the rule of law and protecting human rights. Over the past years, the Parliament has been asserting more equal powers in relation to the executive, which requires new oversight mechanisms and forms of interaction between parliament and its committees with the executive and line agencies. The access and exchange of information needs to be improved, hearings of Ministers in Parliament as well as monitoring of the implementation of parliament's recommendations need to become accepted, and systematic events, public participation and institutional transparency should be maximised.

Implementation and oversight of the Association Agreement (AA) and a Deep and Comprehensive Free Trade Agreement (DCFTA) with the EU requires appropriate institutional capacities of the central and local Governments as well as in Parliament. Moldova will need to harmonise its legislation to the European standards in a substantial number of areas. Although much of drafting is done at the executive ministries, Parliament plays a decisive role in the deliberation and adoption of legislative proposals, which will include Parliament's involvement for institutional implementation and monitoring. Furthermore, the Parliament has the role of monitoring the implementation process, including budget allocations. Over the past years, the Parliament of Moldova has invested in strengthening its core functions, but with start of a new parliamentary term and new leadership, further strengthening is needed.

Systemic corruption is one of the main obstacles for the political and economic development of Moldova. In 2015, Transparency International ranked Moldova 103 out of 168 countries on its Corruption Perception Index³. Parliaments can play a crucial role in fighting corruption, through deliberating and passing anti-corruption legislation, overseeing commitments by the government to

¹ As expressed by the Speaker during a meeting with the Ambassador of Sweden and UNDP on 17 March 2015.

² See annex for a list of persons met and interviewed during the assessment mission.

³ <http://www.transparency.org/cpi2015> and <http://www.transparency.org/country/#MDA>

address corruption, and by being a role model of an institution free of corruption. Hence, the role of the Moldovan Parliament in fighting corruption and overseeing the implementation of the anti-corruption laws and the new National Anti-Corruption Strategy currently under elaboration must be strengthened. Moreover, the Anti-corruption Action Plan of Parliament 2016-2018, developed as a result of Anti-corruption Self-assessment of Parliament, needs to be formally approved and further implemented. The project will also provide support to make the Code of Conduct and Ethics for MPs operational through capacity building and provision of comparative best practices to the Ethics Commissioner and his/her team.

The global development agenda also sets new tasks for the parliaments. As UN Secretary-General Ban Ki-moon stated at the Parliamentary Hearing at the UN, parliamentarians are vital to every part of the Sustainable Development Goals (SDGs) agenda to advance peace, development and human rights, as they are the bridge between the local, national and international levels, and have “their finger on the pulse of people’s concerns.”⁴ SDG 16 makes clear the critical need to build participatory institutions and policymaking as the basis of a sustainable global society. The references to participation can be found as: 16.7 “Ensure responsive, inclusive, participatory and representative decision-making at all levels”; and 16.10 “Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.”⁵

Parliaments shall play a central role in translating and adapting the SDGs agenda into change on the ground, through legislation, fiscal reforms, robust citizen participation and effective oversight, evaluation and accountability. Parliaments will need to better integrate the SDGs in their own processes and to lock them into a long-term perspective in policy making overcoming the short-term approach inherent to the electoral cycle and to oversee the government implementing the localized SDGs agenda and to track the progress achieved. The parliaments might also delegate their representatives to the national delegation to the UN Economic and Social Council, where the SDGs will be reviewed every year. All these actions require endowment with adequate capacities in the parliament to hold the government to account.

The Parliament is also in need of further support in mainstreaming gender equality through the implementation of the Gender Action Plan to be finalized and approved in 2016 based on the findings and recommendations of the Gender Audit and in enhancing the Women Caucus established in 2015, as well as in strengthening the human rights considerations across the main functions.

The Committee work

Committees are the bodies where most of the important work of Parliament takes place. The influence of committees on policies is reflected in their active role in all parliamentary activities, most of all in the legislative process. Standing Committees deliberate new legislation and the Parliament exercises oversight over the use of the state budget and legislation through its committees. Parliamentary committees need to regularly conduct hearings on a variety of issues. Still, efficiency of hearings is low and their outcomes barely influence the government’s agenda. In order to conduct their work effectively, committees need to be adequately staffed and have the procedures in place to execute their functions. The committees at the Moldovan Parliament experience limited resources, reflected in a limited number of staff and financial limitations in conducting field trips, hearings, and public consultations to gather input for law-making and oversight. Therefore, the Committees could benefit from a pool of national experts or by having an earmarked budget for contracting experts and think-tanks. The legislative process often does not

⁴ <http://sd.iisd.org/news/parliaments-un-discuss-shared-responsibilities-in-sdgs-post-2015-process/>

⁵ <http://www.fdsd.org/ideas/sustainable-development-goal-sdg-16-democratic-institutions/>

allow Parliament the time or information necessary to deliberate thoughtfully before voting on legislation. Draft laws are often tabled with little advance warning, with the result that MPs have little time to consider the draft laws in detail.

Current focus of committee work is on the timely implementation of the Association Agreement and DCFTA with the EU. This requires the skill to analyse the conformity of registered drafts with existing EU legislation, which is currently lacking. International experience shows that high quality legislation is a product of the joint work of MPs with experts from outside Parliament. Committees are in need to strengthen their review and law-drafting capacities. Further, the capacities for conducting various screening tasks are limited, including human rights and gender analysis, anti-corruption proofing, as well as cost and benefit analysis or impact assessments. There are only limited data and statistics available for MPs and parliamentary staff to perform such tasks, and skills need to be strengthened.

Capacities of MPs and parliamentary staff

Effective law-making and oversight requires knowledgeable and capacitated MPs and staff. The current Parliament has 64% of newly elected members without previous knowledge of parliamentary work related to law-making, oversight and representation. Equally, in a rapidly globalising world, the knowledge of staff of committees, parliamentary departments and personal assistants (councillors) needs constant updating. The EU approximation itself is a rather technocratic process that needs analytical skills and in-depth knowledge of EU principles and standards as well as existing Moldovan legislation. EU directives merely describe the desired results, but leave national governments and parliaments the freedom of choosing the means to achieve those results.

A number of MPs have acknowledged that Parliament itself can potentially become a bottleneck for reforms if it lacks capacities to produce high-quality legislation or if political compromise cannot be achieved. The sustained lack of law-making capacities among MPs needs to be addressed urgently. Project interventions will offer and encourage equal opportunities for male and female participation. MPs need to develop a parliamentary culture and internalise their responsibilities to foster dialog for overall political stability and embed in Parliament's ethos public consultations and expert advice to achieve informed decision-making.

Public confidence in the Parliament

Although significant improvements have been made in the past years, transparency and public outreach by Parliament remains limited. Information about the work of Parliament and the Government has been criticised in Moldova by the media and civil society alike. A parliamentary website, open days and constituency information offices are tools to increase transparency. However, with the new Parliament being in place, such tools should be utilised extensively to share information about the work of parliament and its elected members. Explaining to the public and media what the Parliament does, can greatly improve public awareness.

Moreover, the accessibility of information about the work of Parliament, including proceedings of plenaries, minutes of committee meetings, findings of hearings, and draft legislation, has been proven to increase public confidence in Parliaments. Developing of new social media tools and innovative strategies will enable Parliament of Moldova to communicate key messages to general public in more efficient way and will enable the public to participate in committees' work. The Parliament has already established constituent and information offices in four regions and their staff has been trained. Equally, a Media Centre at the Parliament's renovated building has been set up. MPs and the public have now the chance to utilise these investments for their respective benefits.

Co-operation with Gagauzia

Over the past years, despite support from the Organisation for Security and Cooperation in Europe (OSCE), the Moldovan central authorities have made minimal progress in improving the relations with the Gagauz Autonomous Region. A political deadlock has been created with its roots in the existing legal framework on the status of Gagauzia⁶ and the inconsistencies regarding the autonomy status and principles of governance have entailed impediments for successful collaboration between People's Assembly and Parliament of Moldova. In 2016, a working group made of Moldovan MPs and representatives of the People's Assembly has started its activity aiming at harmonisation of the legislation of Gagauz autonomy's special status. Except for the working group, communication and cooperation between the Moldovan government and the Parliament in Chisinau with the executive and the People's Assembly in Gagauzia is barely existing and in dire need to be strengthened. Efficient tools for such cooperation can be developed with the project support, also using established effective working relations between the UNDP and the Gagauz authorities in the areas of elections, local development, inter-municipal cooperation, and support to civil society.

An effective and efficient Secretariat

The work of parliament greatly depends on the efficient and effective support by the parliamentary services, including the capacities of the Secretariat to provide expertise and analysis of the legislation under discussion. Over the past years, the Secretariat has made steps in the right direction to modernise the services provided to MPs. With the assistance of the UNDP Project "Improving the quality of Moldovan democracy through parliamentary and electoral support"; the Secretariat has developed a Strategic Development Plan 2012-14. This plan has guided the Secretariat in addressing challenges of the organisation and management of the Secretariat.

A new Strategic Development Plan for 2016-19 is currently being developed that will aid Secretariat's Management Team to steer the necessary reforms and changes. The Secretariat as a whole and its units in particular have to be further supported to institutionalise internal planning, delivery and monitoring practices in line with result based management practices. Moreover, there is a need to enhance the role of the Human Resources Department into more strategic role that would lead talent management and merit-bases appraisal of staff.

Report on functional and institutional analysis of the Secretariat of the Parliament in 2016 revealed that that the number of Secretariat staff working in providing research services to MPs and committees is far less compared to staff working in positions related to the management and maintenance of Parliament. The capacities of the Legal Department have to be further enhanced for EU acquis, gender and corruption vetting of legislation. In addition, the ICT services and database management are underdeveloped. Unlike in many democratic Parliaments, the research and analytical capacities of the Secretariat need to be further developed, and the entire structure of the Secretariat shall be reviewed and optimised. To address the needs of an effective democratic Parliament, the Secretariat needs continued efforts to professionalise and modernise its service structure and management, focusing on the development of the research and analytical capacities of the Secretariat.

⁶ Constitution of the Republic of Moldova, the 1994 Law on the Special Legal Status of Gagauzia, and the Code of Gagauzia

II. PROJECT SCOPE AND STRATEGY

Underlying project objectives and principles

Under the Democracy Programme commenced in 2012, skills and capacities of both elected members of Parliament and staffers have been increased. Nevertheless, with the parliamentary elections in 2014, the turnover of members and re-shuffling of committee membership, created additional needs in terms of capacity building. The government's implementation of the AA/DCFTA is adding extra challenges for Parliament to address. At the same time, there is need for continued parliamentary support to ensure further institutionalisation of the processes and procedures introduced and sustainability of the investment and changes made over the previous years.

With continued support, the Parliament of Moldova has the chance of becoming a well-functioning, effective, modern, transparent, and participatory institution, in line with international best practices and standards, including on gender and human rights. The support will continue the work at Parliament commenced under the Democracy Programme, including the need for the implementation of a Gender Action Plan, and the consolidation of the Women's Caucus.

In addition, the project's activities will also address some of the newly emerged needs of the legislature related to its oversight and scrutiny function, transparency and efficiency of the Parliament. The project will support the Parliament's role in fighting corruption by providing expertise for the discussion of anti-corruption legislation and by strengthening the network among MPs active on anti-corruption from various European parliaments in the region. Through strengthening the oversight function of Parliament, it will actively contribute to implementation of adopted laws and policies as well as the National Anti-Corruption Strategy.

Like previous assistance delivered to Parliament, the project will be implemented in line with strategic priorities of the United Nations in Moldova and it will contribute to achieving the expected results of the "Results Strategy for Sweden's reform cooperation with Eastern Europe, the Western Balkans and Turkey 2014-2020". The project will contribute to the Sustainable Development Goals (SDGs) and to UNDP Partnership Framework areas of "Institutional Strengthening: Increased transparency, accountability and efficiency of central and local public authorities" and "Human Rights, Empowerment of Women and Anti-discrimination: State bodies and other actors effectively promote and protect human rights, gender equality and non-discrimination, with particular attention to the marginalized and the vulnerable".

The project will support the implementation of the new Parliament Secretariat's Strategic Development Plan 2016 – 2018 that will address issues and recommendation presented in the Functional and Institutional Analysis of the Secretariat of the Parliament carried out in 2015-2016. All results and activities of the project will be geared towards ensuring the Parliament is able to fulfil its internal modernisation efforts and strategic objectives in line with international best practices and to mainstream and promote in human rights and gender policies. In this regard, support will be provided with taking into account the lessons learned and recommendations of the Mid-term Review of the Democracy Programme conducted in September 2014.

Strategic approach focusing on parliamentary actors

The project will continue the focus of the Democracy Programme's Parliament Component on the core functions of Parliament. Legislation, oversight, and representation will be addressed by considering the changed environment since the elections and new composition of Parliament resulting from November 2014 general elections. The Democracy Programme in 2015 will finalise some activities that were commenced in the previous parliamentary term, or that have been on hold during the campaign and election period in the previous year. These activities form the basis for the

new project to build on. From 2016 onward, the new project activities will further enhance initial goals and targets to strengthen the Parliament and will address the emerging issues and challenges. These activities are intended to consolidate the results achieved and further institutionalise the processes and procedures that were introduced.

The new project will apply an actor-focused approach to achieve the expected results by focusing on the various actors within Parliament. To this end, the various project activities are designed to benefit various groups within parliament, from elected members grouped together in standing committees and in parliamentary party groups (factions), to staff within the departments of the secretariat, staff working within the committees (consultants/experts) and the MPs personal assistants. The project approach will introduce groups of members and clusters of staff to best practices and international experiences, either through expertise mobilised to share the knowledge in seminars, trainings and peer learning, or through study visits abroad and support to attend international conferences and to interact with peers in the framework of regional and global parliament networks.

UNDP will use its regional and global network and expertise for sharing experience from other parliaments with Moldova. The project will also provide additional knowledge to members of Parliament and staff regarding key parliamentary processes and procedures, especially as regards peer-to-peer visits, workshops with international experts and practitioners, etc. It will further share knowledge on key policy issues related to human development where the UN system and its various agencies are competent. In addition, the project will introduce the Parliament of Moldova to regional and global networks on issues like ICT in Parliament, Parliaments' role in fighting corruption, knowledge networks for women parliamentarians, Parliament and human rights, Parliament and SDGs and climate change, among others.

Integration of gender and human rights in all project components

Gender and human rights have been an integral part of the Democracy Programme. However, so far only a limited number of dedicated gender and human rights activities took place. The new project will focus on improving the institutional capacity of the Parliament to meet European and international standards of gender and human rights, as well as implementation of constitutional obligations. The project's human rights-based approach (HRBA) will be achieved by introducing committees to the principles and conventions mandating gender equality and human rights, so law-making and oversight can benefit from increased knowledge and understanding. The project will support the implementation of the next National Human Rights Action Plan and of the recommendations of gender audit at Parliament. Under the project's HRBA, gender and human rights will be mainstreamed throughout the project activities, including in the work with committees, with the parliamentary actors, and with the Constituency and Information Offices.

In order to make Parliament more gender friendly institution, the project will also continue to back strengthening of the Women Caucus and the implementation of a Gender Mainstreaming Action Plan. Aside from increasing the proportion of female MPs in parliaments, it is important that parliaments also have the ability to consider and to take into account how their work - especially in terms of legislation and the national budget - affect women in society. Placing gender equality issues at the heart of policy decisions, institutional structures and resource allocation through a process of gender mainstreaming can address these issues. The project will seek to develop, in a partnership with the joint UNDP/UN Women "Women in Politics" Programme, a dedicate capacity building programme for Women MPs that will enhance their skills through training, mentorship and shadowing with peer Women MPs from European parliaments.

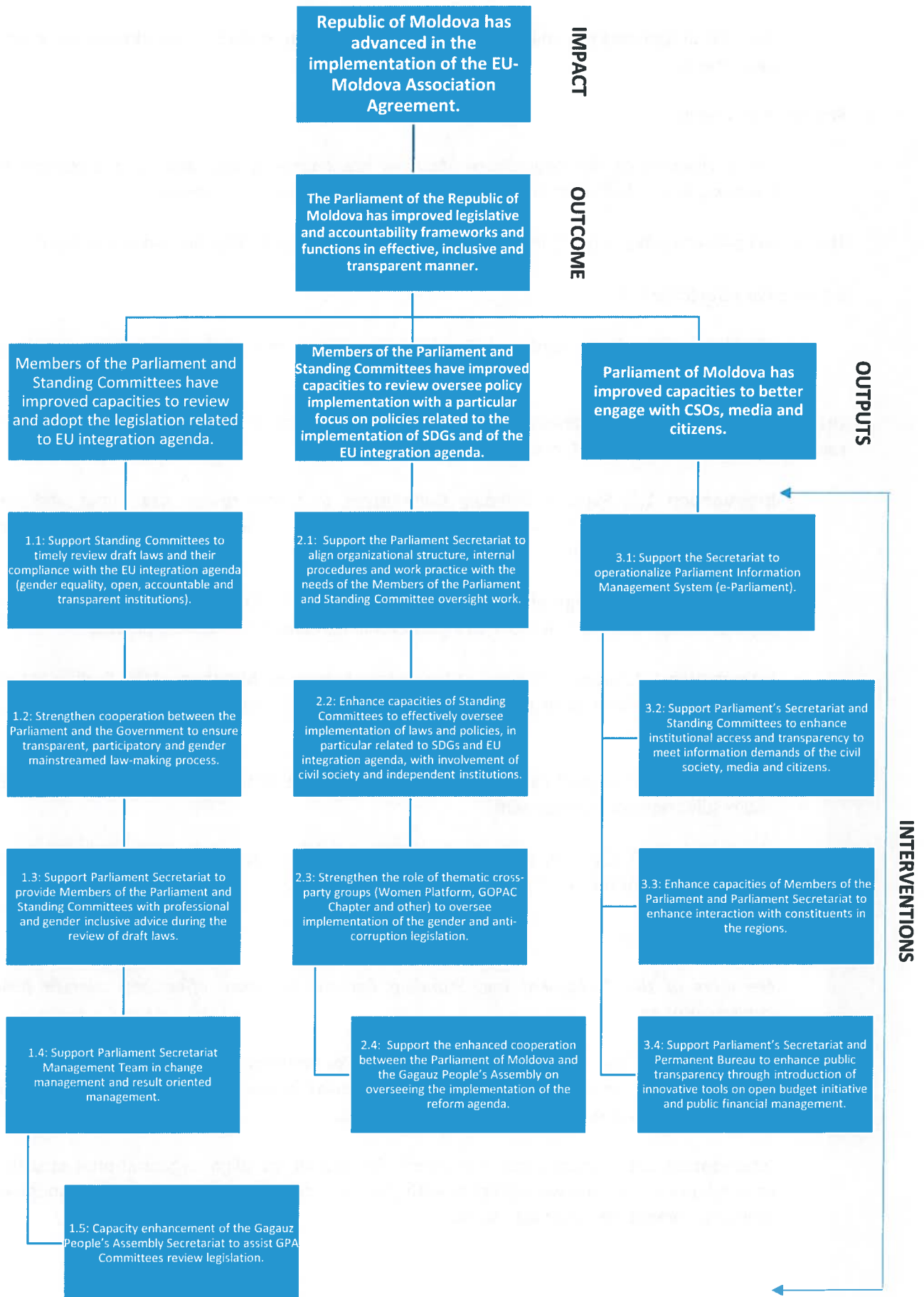
In many legislatures the establishing of Women's Caucuses have contributed to the gender-sensitivity of legislation and national development strategies on gender equality. However, Women's Caucuses are not an automatic mechanism for success, since they cannot replace the work of dedicated gender committees or multi-portfolio committees that are tasked with gender assessments and assuring gender equality. However, Women's Caucuses can add voice to the prioritisation of gender in law-making, budgeting and representation. The project will support gender responsiveness of the legislation by providing technical support to assess the impact of legislation from a Gender & Social Inclusion (G&SI) perspective and will seek to raise awareness about the importance of gender responsive budgeting and reporting, gender analysis and gender policy within the Parliament. Assistance will include a survey to collect the views of women about how the Parliament represents their interests.

Further, the project will complement the activities of the UNDP/UN WOMEN "Women in Politics" Project on ensuring more equal representation on parliamentary bodies and their chairing. The coordination of efforts will be ensured through UNDP, donor and key partner representation on the Steering Committees of both projects.

The project will be implemented during the most active period of Parliament when committees and plenaries are most active and in need of support and technical knowledge, right until before the campaign for the following elections starts. The next general elections in Moldova are currently foreseen to take place in late 2018.

The intended goal of the proposed project to advance Republic of Moldova in the implementation of the EU integration agenda is aligned with and contributes to the UN Partnership Framework areas of "Institutional Strengthening: Increased transparency, accountability and efficiency of central and local public authorities"; and Human Rights, Empowerment of Women and Anti-discrimination: "State bodies and other actors effectively promote and protect human rights, gender equality and non-discrimination, with particular attention to the marginalised and the vulnerable".

The expected outcome and outputs of the proposed project



Project Impact is:

Republic of Moldova has advanced in the implementation of the EU – Moldova Association Agreement.

Project Outcome is:

The Parliament of the Republic of Moldova has improved legislative and accountability frameworks and functions in effective, inclusive and transparent manner.

The project seeks to achieve the Outcome by means of three Outputs and thirteen Interventions:

Intermediary Outcome 1 is:

Members of the Parliament and Standing Committees more effectively review legislation related to EU agenda.

Output I: Members of the Parliament and Standing Committees have improved capacities to review legislation related to EU integration agenda.

Intervention 1.1: Support Standing Committees to timely review draft laws and their compliance with the EU integration agenda (gender equality, open, accountable and transparent institutions).

Intervention 1.2: Strengthen cooperation between the Parliament and the Government to ensure transparent, participatory and gender mainstreamed law-making process.

Intervention 1.3: Support Parliament Secretariat to provide Members of the Parliament and Standing Committees with professional and gender inclusive advice during the review of draft laws.

Intervention 1.4: Support Parliament Secretariat Management Team in change management and result oriented management.

Intervention 1.5: Capacity enhancement of the Gagauz People's Assembly Secretariat to assist GPA Committees review legislation.

Intermediary Outcome 2 is:

Members of the Parliament and Standing Committees more effectively oversee policy implementation

Output II: Members of the Parliament and Standing Committees have improved capacities to review oversee policy implementation with a particular focus on policies related to the implementation of SDGs and of the EU integration agenda.

Intervention 2.1: Support the Parliament Secretariat to align organizational structure, internal procedures and work practice with the needs of the Members of the Parliament and Standing Committees' oversight work.

Intervention 2.2: Enhance capacities of Standing Committees to effectively oversee implementation of laws and policies, in particular related to SDGs and EU integration agenda, with involvement of civil society and independent institutions.

Intervention 2.3: Strengthen the role of thematic cross-party groups (Women Platform, GOPAC Chapter and other) to oversee implementation of the gender and anti-corruption legislation.

Intervention 2.4: Support the enhanced cooperation between the Parliament of Moldova and the Gagauz People's Assembly on overseeing the implementation of the reform agenda.

Intermediary Outcome 3 is:

Parliament of Moldova more effectively engages with CSOs, media and citizens on reform agenda

Output III: Parliament of Moldova has improved capacities to better engage with CSOs, media and citizens.

Intervention 3.1: Support the Secretariat to operationalize Parliament Information Management System (e-Parliament).

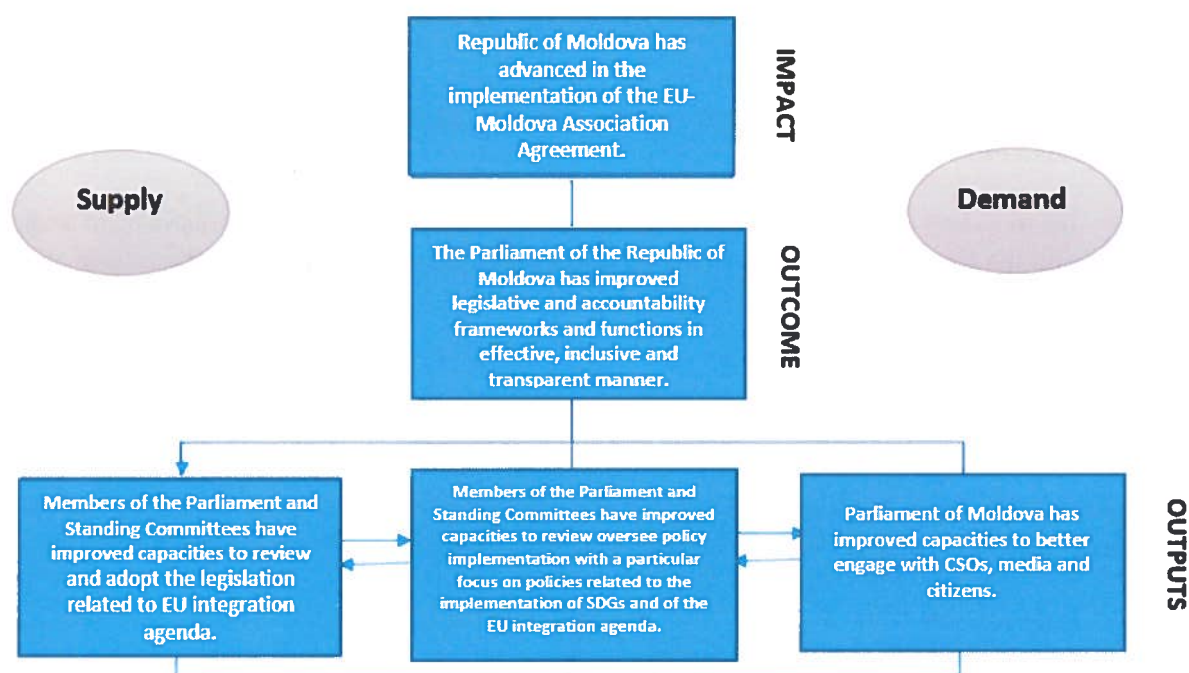
Intervention 3.2: Support Parliament's Secretariat and Standing Committees to enhance institutional access and transparency to meet information demands of the civil society, media and citizens.

Intervention 3.3: Enhance capacities of Members of the Parliament and Parliament Secretariat to enhance interaction with constituents in the regions.

Intervention 3.4: Support Parliament's Secretariat and Permanent Bureau to enhance public transparency through introduction of innovative tools on open budget initiative and public financial management.

For indicators of project Outcome, Outputs, and Results, please refer to the Results and Resources Framework.

Theory of Change



The goal of *Strengthening Parliamentary Governance in Moldova* Project is to assist Parliament of the Republic of Moldova advance in the implementation of the European Union – Moldova Association Agreement. The expected outcome of the Project is the Parliament of the Republic of Moldova has improved legislative and accountability frameworks and functions in effective, inclusive and transparent manner. Through the support to enhance capacities on law-making and oversight functions, Members of the Parliament and Standing Committees will be able to more effectively review legislation, including those related to the EU integration agenda (*supply side*). This improvement will then help Members of the Parliament and the Standing Committees to provide transparent and gender mainstreamed law-making process aiming at accelerating the reform and the effective oversight of the implementation of legislation related to SDGs and the EU integration agenda (*supply side*). Due to enhanced capacities and increased interaction between the Parliament of Republic of Moldova and its constituents, the Parliament of the Republic of Moldova will improve its capacities to better engage with civil society, citizens and the media. As a result, CSOs, citizens and the media will be actively engaged with the Parliament to seek transparency, openness and accountability through innovative approaches (*demand side*).

As part of the theory of change, national ownership of the process is embedded through the following principles: participation of stakeholders in project design (Parliament of the Republic of Moldova, Secretariat, Members of the Parliament and Standing Committees); alignment with the Parliament’s Action Plan on anti-corruption; ensuring that national stakeholders are not only beneficiaries but play an important and active role in the reform process on approximation with the EU *acquis communautaire*; and mutual accountability as a foundation for engagement, coordination and achievement of results.

The overall theory of change of the project is that **if** there are legislative and accountability improvements on the agenda related to good governance and human rights **then** Republic of Moldova will advance in the implementation of the SDGs and EU integration agenda **because** of the political will and sufficient capacities to carry out reforms based on increased demand from the civil

society and citizens for accountability coupled with external conditionality from the European Union and international financial institutions.

Throughout the project, political will of the Parliament of the Republic of Moldova is a key driver of change. The project has been developed based on the Speakers' request and on the recommendations of the report on the needs assessment. The SPGM Project Team has built key partnerships with Parliament's Secretariat and Standing Committees. Political will also be addressed from a demand side, as the CSO and citizens become more aware and engaged they will place a greater demand of the Parliament.

Output I: Members of the Parliament and Standing Committees have improved capacities to review legislation related to EU integration agenda.

The Output I theory of change is that if Members of Parliament and Standing Committees are supported to effectively review legislation and their implementation related to SDGs and the EU integration agenda including gender equality, open, accountable and transparent institutions, **then** Members of the Parliament and Standing Committees have improved capacities to review and adopt legislation **because** of enhanced capacities of Parliament's Secretariat to be more professional, accountable and gender inclusive. If cooperation between the Parliament and the Government to ensure transparent, participatory and gender mainstreamed law-making process is strengthened, **then** Members of the Parliament and Standing Committees will be able to review legislation and provide transparent and gender mainstreamed law-making process aiming at accelerating the EU integration.

Output II: Members of the Parliament and Standing Committees have improved capacities to review oversee policy implementation with a particular focus on policies related to the implementation of SDGs and the EU integration agenda.

If the Parliament's Secretariat organizational structure, internal procedures and work practice are aligned to the needs of Members and Standing Committees work on EU integration, **then** the law-making process will be more transparent, participatory and gender mainstreamed. If the willingness of the Parliament to align with SDGs and EU integration agenda is increased, as envisaged under this output, **then** the Parliament will be more likely to operationalize policies and legislation that brings change through the incentives of increased popularity of Members of the Parliament and advancement on EU integration. Members of the Parliament and Standing Committees will improve their capacities to oversee the implementation of legislation **because** of the involvement of civil society and independent institutions. The role of thematic cross-party groups (Women Platform, GOPAC Chapter and other) on gender and anti-corruption legislation in parliamentary work will be strengthened **because** of increased capacities and provision of tailor made trainings.

Output III: Output 3: Parliament of Moldova has improved capacities to better engage with CSOs, media and citizens

If the Parliament's Secretariat and Standing Committees are supported to enhance institutional access and transparency to meet information demands of the civil society, media and citizens, **then** Parliament of Moldova will improve its capacities to better engage with CSOs, media and citizens **because** of the increased interaction between the Parliament and its constituents in the regions. If Parliament's Secretariat and Permanent Bureau introduce innovative tools on open budget initiative and public financial management **then** there will be an increased public transparency **because** they will become effective forces for policy and legislative changes. If the Parliament's Secretariat is supported to operationalise the Information Management System **then** the work of the Parliament and its Committees will be more efficient and accountable towards citizens **because** procedures and services are standardised and clear lines of responsibility assigned.

III. PROJECT ACTIVITIES AND EXPECTED RESULTS

OUTPUT I: Members of the Parliament and Standing Committees have improved capacities to review legislation related to EU integration agenda.

Intervention 1.1: Support Standing Committees to timely review draft laws and their compliance with the EU integration agenda (gender equality, open, accountable and transparent institutions).

Law-making is one of the core functions of Parliament, besides oversight and representation. In early 2015, the newly elected Parliament of Moldova was expected to receive the first batch of draft bills from the Executive. However, protracted political crisis due to the resignation of the Prime Minister diverted the attention to the priority of the establishment of a new Coalition and appointment of the new subsequent Governments in July 2015 and in February (right?) 2016. This means that the Parliament will have to examine and pass an increased volume of the legal acts in the autumn and winter sessions. Ensuring deliberation and passage of new legislation requires technical knowledge of law-making and thematic knowledge about the substance of a bill. The new Parliament has 64 newly elected members and 37 members that were re-elected. In addition, most of the committee chairs also changed. Training of MPs is therefore paramount and the project will assist in this ongoing effort. The project will offer training opportunities for MPs, staff of committees, staff of the Legal Department, and individual support staff of members.

The main work on legislation takes place in the nine standing committees. The legislative work in committees is supported by experts (consultants) and by the Legal Department of the Parliament. The topics and modalities of training, as well as the target groups of trainees will be established on the basis of the functional and capacity analysis of the Parliament to optimise the staff expertise offered to the committees carried out in 2015. With an increasing workload to review draft laws, mainstreaming gender and human rights, conducting cost and impact analysis, corruption proofing, and constitutionality checks comes the need to strengthen the relevant capacities. There are only limited data and statistics available for MPs and parliamentary staff to perform such tasks. To address this bottleneck, the project will provide technical assistance to committees on thematic issues where UN agencies have special knowledge, i.e. human rights, gender, health, education, etc.

To strengthen the important work of committees related to public hearings on draft legislation and field visits, the project will provide training of committee staff on effective committee management and the efficient documentation of the results of hearings and field visits, including the follow-up actions. Under the UNDP Democracy Programme, some committees, like the Committee on Foreign Affairs and European Integration, and the Committee on National Security, Defence and Public Order have organised public consultations and field visits. The development of a manual on Public Hearings by Parliamentary Committees has been supported. Pioneered by the two committees, more committee chairs have voiced their intention to conduct public consultations. The project will scale up its support to organise public consultations by other committees.

In relation to the EU Association Agreement and the legal harmonisation process, the project will support the Parliament in bridging the technical knowledge gap to review an estimated 2,000 laws. In addition, MPs have requested special trainings on how to analyse the conformity of registered drafts with EU legislation and how to improve *ex ante* compatibility checks with the *acquis* before the legislation is approved. The project will organise trainings and workshops on this issue for MPs, committee staff and the staff of the Legal Department.

It is expected that the Legal Department will become the centre for questions related to EU harmonisation. The project will provide capacity building for the specialisation of a core group of staffers within the Department on the European and international standards and principles.

Moldova is party to six major international human rights treaties, the European Convention on Human Rights, and a number of other major Council of Europe human rights treaties. However, with institutional weaknesses remaining, Moldova has not yet succeeded in full compliance with its international and European commitments.

Under previous UNDP support, delegations of Moldovan MPs and staff participated in study visits to the Parliaments of the Baltic States, Croatia and neighbouring Romania to learn first-hand about the experience of these countries when preparing to join the EU. The project will continue supporting study visits to the Baltic States and Croatia on issues related to EU standards and legislation harmonisation.

Planned activities by the Project:

- Specialised trainings on legislation-making for MPs, committee staff, Legal Department staff, and staff of members on among others mainstreaming gender and human rights in legislation, conducting cost and impact analysis (Regulatory Impact Analysis, ex-ante and ex-post impact analyses RIA), human rights and gender analysis, as well as corruption vetting of legislation.
- Support the Office of the Speaker and Deputy Speaker on EU integration, legislative initiatives and public outreach related to EU-Moldova Association Agreement implementation.
- Trainings for MPs, committee staff and the staff of the Legal Department on ex ante compatibility checks with the EU acquis.
- Establish a pool of local experts for committees to utilise when reviewing draft laws related to AA and DCFTA commitments.
- Organize workshops for standing committees with peer MPs and senior parliament staff EU integration commitments.
- Provide expert to develop a handbook on standardized parliamentary procedures (committee planning, law-making and EU approximation of legislation)
- Technical assistance to the implementation of the Gender, EU Integration and Anti-Corruption Action Plans of the Parliament.
- Support to public consultations on draft legislation where UN agencies have special expertise, including using the innovative tools, such as social media and alike.
- Facilitate knowledge exchange with MPs from other European countries with a recent experience of EU accession.
- Assist committees in drafting priority laws related to SDGs and European integration agenda
- Support to MPs and staff participating in regional or international conferences related to legislation making and work of parliamentary committees on EU integration agenda.

Intervention 1.2: Strengthen cooperation between the Parliament and the Government to ensure transparent, participatory and gender mainstreamed law-making process.

Given the need for an effective cooperation between the Parliament and the Government in implementing the Association Agreement, important actions on adjusting their political agendas have been made accordingly. Following the proposals submitted by the Government, the Parliament has adopted the Legislative Programme on implementing the commitments taken under the AA (Decision No.146 dated 09.07.2015). In 2016 two joint meetings of the Government and Parliament leadership took place aiming at synchronizing the agenda for the implementation of the Association Agreement.

On April 13, 2016, with support from UNDP's Democracy Programme, the Parliament of Moldova constituted the Council for European Integration, which will monitor the implementation of the Moldova - EU Association Agreement and will implement the legislative program for the

commitments made in implementing the Association Agreement. The Council, chaired by the Speaker and composed of 15 members, including Deputy Speakers of Parliament, the nine committee chairpersons, chairperson of the Parliamentary Association Committee Moldova - EU and the Moldovan Delegation to the Parliamentary Assembly of Euronest, the Secretary General of Parliament and the Head of the General Legal Department of the Parliament Secretariat. Council's mission is to coordinate matters relating to the implementation of the policy of European integration and to organize public hearings on the subject.

The Council is entitled to request the Government to provide information on European integration, to hear members of the Government and to express opinions on the position of the Republic of Moldova in relation with the EU. Council also will monitor negotiations between the Government and the EU institutions and will exercise control over the Government regarding financial instruments and European assistance. Council will receive information by the Government through the Ministry of Foreign Affairs and European Integration on issues of interest for Moldova and on the European agenda, the results of negotiations, and the fulfilment of commitments of harmonizing legislation. The draft laws will be submitted by the Government to the Parliament in order to implement the results of negotiations with the EU, and decide on the way of using European funds. According to the Rules, the Parliamentary European Integration Council meets once a month, usually in public sessions.

An important task of Parliament is to hold the government accountable for the execution of the budget and implementation of policies related to EU integration agenda. Democratic Parliaments have developed a number of tools and mechanisms to conduct their oversight work, including among others parliamentary and committee hearings, investigative committees, and field visits. The Moldovan Parliament is still building its oversight mechanisms and capacities. The project will assist committees to further improve their oversight work like hearings with officials and their documentation and follow-up. With the help of the Democracy Programme, Standard Operating Procedures (SOPs) were developed for the preparation, implementation, and reporting of the annual budget. The project will build on the previous work and will conduct trainings for newly-elected members and parliament and new staff using these SOPs. Trainings on gender budgeting will be conducted for members of the new Women Caucus and members of the Committee on Budget and Finance.

During the assessment mission, it has been suggested that trainings on EU integration should be offered jointly to staff from Parliament and staff from the Centre for Legal Approximation at the Ministry of Justice, as well as the relevant staff of the Ministry of Foreign Affairs and European Integration. Representatives of the Line Ministries working on particular pieces of legislation might be also invited as needed. This will serve two purposes: first, the creation of knowledge and second, the creation of relationships among peers from institutions working towards the same objective.

Planned activities by the Project:

- Special training of MPs and staff on the cooperation between the Parliament and the Government in the legal harmonisation process related to EU integration agenda.
- Enhance capacities of the staff supporting the work of the Parliament's Council on European Integration
- Support to the development of rules and procedures on cooperation between the Parliament and the Government on EU integration agenda.
- Capacity building for a core group of parliamentary staffers within the Legal Department and staff from the Centre for Approximation of the Ministry of Justice, as well as the relevant staff of the Ministry of Foreign Affairs and European Integration, on European and international standards and principles.

- Provide expert support to develop SOPs on committee annual planning of law-making activities and legal approximation related to EU integration agenda in coordination with the Government's plans.
- Generic induction training for newly-elected MPs and their personal staff on the preparation, implementation and reporting of the annual budget.
- Capacity development of parliament for a sound engagement with the Court of Accounts, in particular for ensuring a consistent follow up on the CoA reports.
- Committee specific training for newly-elected MPs on sector specific priorities, legislation and policies together with line Ministries and CSOs.
- Advanced trainings on gendered budgeting for the Women Caucus and the Committee on Budget and Finance.

Intervention 1.3: Support Parliament Secretariat to provide Members of the Parliament and Standing Committees with professional and gender inclusive advice during the review of draft laws.

Based on findings of the Functional and Institutional Analysis, the Secretariat lacks comprehensive Standard Operating Procedures presenting the inter-relation between departments and the working arrangements for the most complex processes. In order for the Parliament of Moldova to have meaningful input in the EU integration agenda, its bodies (Committees, Permanent Bureau, the Speaker and Plenary Session) need to receive quality services from the Secretariat. In turn, the Secretariat is faced with limited resources and capacities to effectively support Parliament's bodies in review of draft laws related to EU integration agenda. Therefore, there is a need to enhance internal working processes and practices so that Parliament's Secretariat aligns its resources and addresses capacity gaps in critical services related to EU integration agenda.

Additional efforts should be made to improved communication and coordination within the institution through regular joint meetings with the senior management and close participation in the institutional strategic planning process by establishing a Secretariat Management Team. Moreover, the Secretariat should consider launching a comprehensive capacity enhancement program targeting all levels of the organization focusing both on horizontal skills, as well as ITC. Equally important is development and promotion of new HRM policies aimed at ensuring that main and priority functions are properly resourced.

Currently, the Human Resources Management Department performs its mandate with a focus on administration of human resources and is less concerned with a more strategic dimension of development policy or workforce planning. There is a need to shift the department's approach from an administrative role to a more strategic one, mainly through ensuring the department is responsible for staff development (and analysis of training needs), developing and overseeing an annual training plan for all staff of the Secretariat, coordinate the workforce planning process in cooperation with all heads of departments, identify the staffing needs and define profiles for those to be recruited. The department should also review the procedures for the staff performance appraisal and should perform a more proactive advisory/ methodological coordination role throughout the appraisal process.

The Financial, Budget and Accounting Department has already elaborated standard operating procedures for the preparation, implementation, and reporting of the annual budget of Parliament. The current challenges are to integrate budget preparation process with the strategic planning one (the process of preparation of the Strategic Development Plan); ensure appropriate level of participation in the budget preparation process; as well as making sure that other departments are fully aware of the new budgeting procedures and their related implications.

It is recommended to strengthen the transparency of the budgetary data, both in terms of process - organizing joint meetings with all directors to debate on the proposed budgetary allocations - as well as use of meaningful budget programs associated with particular policy objectives. Additionally, the Parliament should ensure harmonization and coordination of the parliamentary budget process with the Strategic Plan of Parliament (ideally one integrated process), and strengthen the oversight role of the Committee on Budget, Finance and Economy on the execution of the parliament budget throughout the year.

Planned activities by the Project:

- Provide technical assistance to strengthen the strategic and capacity development role of HR Department through development of HR policies related to merit based appraisal, career development, and skills development.
- Develop a platform for transparent functioning of budget and procurement unit.
- Support Office of the Speaker's and Deputy Speaker's initiatives to develop partnership and MoU's with other European national parliaments that will facilitate the implementation of project activities.
- Assist the Secretariat to develop regulation on functioning of the unit on committee support together with the job descriptions of all staff.
- Provide technical expertise to Committee staff and Legal Department to standardize operations and templates related to support they provide to Committees and MPs on EU integration agenda.
- Assist the development of the SOP on Safety and Security of the Parliament's premises
- Provide workshops to targeted parliamentary support staff to enhance their capacities and provide more professional, accountable and gender inclusive services.
- Facilitate the exchange of experience between the Parliament Secretariat staff and staff from Secretariats from EU member states.

Intervention 1.4: Support Parliament Secretariat Management Team in change management and result oriented management.

The Management of the Parliament's Secretariat is currently split between the Speaker and the Secretary General, with the first one holding the general responsibility for managing human resources (appointments and dismissals). All the administrative operations (employment contracts, approving vacation or leave period for the staff, involvement in disciplinary actions etc.) require a lot of time and divert the Speaker from a more strategic input to leading the organization. Moreover, practice proves the institutional memory - generally with the professional civil servants - plays an important role when administrative issues are concerned.

The Secretariat of the Moldovan Parliament has undergone several restructuring processes in the last ten years. The latest, most substantive one was organized following the 2010 Functional Analysis with the purpose of improving the efficiency of the institution. On the overall, the Functional and Institutional Analysis of the Secretariat report in 2016 noted that the organization of the Secretariat in its 14 administrative units seems appropriate to carry on the important mandate it holds. However, the priority setting within the organization remains problematic, as the resources seem to be allocated to various departments on historic basis and not necessarily connected with the priority areas that they cover.

Internal regulations have been prepared covering all the departments and clarifying their specific responsibilities. These are now under implementation and well-acknowledged by the respective administrative units. However, the inter-departmental relations and working procedures for more complex processes are still to be developed and, since those would involve stronger communication and cooperation in-between different departments, their preparation and acceptance would be

more difficult. The involvement of the senior management in defining the rules for these crosscutting processes is a key success factor.

Another key issue for the well-functioning noted in the 2016 report on Functional and Institutional Analysis of the Secretariat is the organization of regular and interactive meetings with all staff as well as joint meetings of the Directors with SG and Deputy SG. These meetings are important to advance an organizational culture where concerns, challenges and problems can be raised, discussed and jointly resolved. During several interviews, it was said that each division tries to resolve its problems on its own with the capacities and personal relationships it has. In most interviews, the need of working towards a joint goal and as part of a joint team was mentioned as an area of growth. Therefore, the creation of a Secretariat Management Team is proposed, bringing together at two-weekly basis the Secretary General, Deputy Secretary General and Directors of the Departments.

Planned activities by the Project:

- Provide tailor made trainings to enhance the capacities of the Secretariat and specific departments to efficiently install practices of change management and result oriented management.
- Assist the Secretariat develop regulation on functioning of the unit on committee support together with the job descriptions of all staff.
- Provide technical assistance through international experts to support the role of the Parliament Management Team.
- Support the Parliament Management Team on awareness raising and information sharing among the staff of the Secretariat on the role and responsibilities of the Team.
- Arrange secondment of key Secretariat staff to well-functioning parliaments to review change management practices.

Intervention 1.5: Capacity enhancement of the Gagauz People's Assembly Secretariat to assist GPA Committees review legislation.

According to Moldova's Decentralisation Strategy, parts of the AA and DCFTA will be implemented at the local level. This includes fiscal decentralisation with many responsibilities for taxation, revenue collection and budget formulation to be transferred to the local level. Effective oversight by elected local councillors of the implementation process is essential and cooperation between the central parliament and local councils must be strengthened. The People's Assembly of the Gagauz autonomous region has a particular role among the elected institutions in Moldova. The capacities of the Assembly are particularly weak and the project aims at supporting cooperation between the Parliament of Moldova and the Gagauz People's Assembly. Development in the autonomous region is influenced by policies at the national level, and national development is impacted by the situations in the regions.

The project will support the interaction of elected members from the national Parliament with members of the People's Assembly of Gagauzia through dialogues on the oversight of the implementation of the SDGs, AA and DCFTA in the entire territory of Moldova, as well as reciprocal visits. The project will support regular meetings and cooperation of staff from the national Parliament and the Gagauz People's Assembly.

Planned activities by the Project:

- Conduct a needs assessment to identify capacity gaps of staff of the Gagauz People's Assembly supporting the work of GPA Committees
- Provide training to staff of the People's Assembly based on identified needs and specific (legislative drafting, budget oversight) skills.

- Organize a study visit for senior staff of Gagauz People’s Assembly Secretariat on service management and delivery
- Support of transfer of know-how and cooperation of staff from the national Parliament and staff of the Gagauz People’s Assembly.
- Organize shadowing and internship scheme in Parliament of Moldova for members and staff of the Gagauz People’s Assembly.
- Establishing platforms for ensuring GPA’s transparency, responsiveness to constituencies and contacts with civil society – upgrading of the web-site to become interactive, a system for participation of CSOs representatives at the GPA’s meetings and consultations and for regular meetings with population, etc.

OUTPUT II: Members of the Parliament and Standing Committees have improved capacities to review and oversee policy implementation with a particular focus on policies of legislation related to the implementation of SDGs and of the EU integration agenda.

Intervention 2.1: Support the Parliament Secretariat to align organizational structure, internal procedures and work practice with the needs of the Members of the Parliament and Standing Committees’ oversight work.

The work of any Parliament greatly depends on the efficient and effective support provided by the parliamentary services. In most democratic legislatures, the parliamentary service is separate from the general public services. However, in Moldova, the separation process remains to be implemented. Since the start of Moldova’s political reform, public service reform is on-going. The parliamentary Secretariat with assistance from the UNDP Democracy Programme has developed its first Strategic Development Plan 2012-14. This plan has guided the Secretariat in addressing challenges of the organisation and management of the Secretariat.

Currently the new Strategic Development Plan 2016-18, is being finalized, and the project will support its implementation. The Plan aims at building the institutional capacity of the Parliament Secretariat to support among others the law-making, *ex-ante* and *ex-post* evaluation, and oversight work through research and analysis. However, a quick review of the services currently provided during the needs assessment exercise carried out in early 2015 reveals that the number of Secretariat staff providing research and analysis services to MPs and committees is far less towards staff working in positions related to the management and maintenance of Parliament, compared to the Parliaments in the EU countries. Like in many parliaments that undergo transition, the research and analytical capacities of the Secretariat need to be further developed. This finding will be further explored during the functional analysis of the Parliament’s Secretariat to be finalised in 2016, and in case it is confirmed, the assistance will be offered in strengthening the missing/insufficient capacities and functions/services of the Secretariat.

The parliamentary leadership is committed to establishing an efficient and effective parliamentary service. Support for institutional reform could lead to the establishment of a dedicated reform group that will discuss and agree on the steps to be taken to modernise the institution. Since the start of the political changes in Moldova, parliamentary processes and procedures were improved in many ways. In order to further modernise the support services, the Secretariat’s Strategic Development Plan should be complemented by a needs assessment on what kind of support from the Secretariat elected members and committees need to better conduct their work. The findings will help to further develop the services and also the structure of the Secretariat, including the development of an in-house research service.

Planned activities by the Project:

- Update the Strategic Development Plan addressing the needs of the elected members and committees for quality support services related to oversight work on EU integration agenda.
- Provide technical assistance to Parliament Secretariat and Office of the Speaker in the implementation of the Strategic Development Plan.
- Conduct a mid-term review of implementation of the Strategic Development Plan.
- Capacity development for Secretariat and committee staff on conducting parliamentary research and analysis, including the preparation of evidence and data-based research for MPs, trainings, and internships.
- Workshop on conducting parliamentary research and policy analysis, including the preparation of briefing notes for MPs.
- Provide technical assistance to develop the services of the Secretariat, including the development of an in-house research institute.
- Provision of support for the digitalization of the parliamentary archive.

Intervention 2.2: Enhance capacities of Standing Committees to effectively oversee implementation of laws and policies, in particular related to SDGs and EU integration agenda with involvement of civil society and independent institutions.

The oversight function of Parliament allows MPs to monitor the implementation of the national strategies and international treaties that the Republic of Moldova subscribed to and to hold accountable the Government and other independent institutions (Ombudsperson, Equality Council, Court of Accounts, National Integrity Commission, Prosecution Service, etc.). With emerging of post-2015 global development agenda and the ambitious commitments of Moldova under the AA/DCFTA the oversight function of the Parliament shall be significantly strengthened.

Post-2015 development agenda, as embedded in the Sustainable Development Goals (SDGs), provides an effective mechanism for the Parliament oversight of the reform process in the country. SDGs⁷ provide a new set of targets for development that may be adjusted to the country needs, as was the case with the Millennium Development Goals (MDGs). SDGs include wider targets such as good governance, changing unsustainable patterns of consumption and production and protecting environmental resources for economic and social development. MPs will play a vital role in monitoring the implementation of the SDGs, based upon the established indicators.

Another aspect of the oversight function is about overseeing the promotion and protection of human rights, including the rights of women, children, minorities and disadvantaged groups. Particularly the implementation of the National Human Rights Action Plan and the presentation of reports by National Commissions and the Ombudsperson Office are allowing Parliament to ask questions for clarification and to ensure a comprehensive follow up. The project will share best international practices of how parliament can ensure the fulfilment of commitments Moldova made through signing international conventions and treaties, including periodic progress reporting.

Building on the foundation of the Corruption Risk Assessment carried out in the parliament with the project support in 2015, further efforts to strengthen the anticorruption role of the Parliament will be made. As the Parliament itself is not immune to corruption (the Global Corruption Barometer of Transparency International reports that 75% of citizens perceives the parliament as corrupt / extremely corrupt),⁸ these will contribute to enhancing the public image of the Parliament and building citizens' trust towards the MP.

⁷ <https://sustainabledevelopment.un.org/index.html>

⁸ http://transparency.hu/uploads/docs/GCB2013_Report_Embargo.pdf

The project will continue developing capacities in the Parliament for effective corruption proofing of legislation – the initiative started in 2015 - offering expertise and training to parliamentarians in discussing and understanding corruption loopholes in legal drafts. Based on Parliament’s Anti-Corruption Action Plan, the project will organise workshops on the role of Parliament in combating corruption, including by ensuring an effective oversight of the public institutions mandated to address corruption. Technical assistance will include the formulation of guidelines for investigative ad-hoc committees. To increase the exchange of experiences with other countries that are facing similar corruption challenges and to increase awareness among MPs on international benchmarks, the project will support establishing closer relations between the “Global Organisation of Parliamentarians against Corruption” (GOPAC) and the Parliament of Moldova with a potential to establish a local GOPAC Chapter, and tap into the relevant East-East cooperation opportunities.

Since the ratification of the AA and DCFTA in 2014, a new phase in the relationship of Moldova with the EU has begun. Whereas the government is in charge of implementing the AA and DCFTA, the Parliament has the mandate to oversee the implementation. Applying the rules on how to structure the cooperation between Parliament and the Government, the project will support Parliament in strengthening its monitoring capacities for the implementation of the AA and DCFTA. The Committee on Foreign Affairs and EU Integration (CFAEI) will represent the primary target group for this type of assistance, while other parliamentary committees will also benefit from support and will be engaged into activities, as relevant. The project will facilitate peer-to-peer exchanges inviting members of Parliament from other countries that recently joined the EU, or from countries that have similar agreements in place to Moldova to share their experiences in overseeing the implementation of the agreements with the EU.

Planned activities by the Project:

- Technical assistance for developing the rules for establishing structural cooperation between the People’s Advocates and the Parliament.
- Information seminar for committees, committee staff and staff of the Legal Department on best practices on interaction and oversight of independent institutions related to EU integration priorities.
- Organize a conference on best practices on Parliament – independent institutions relations
- Seminar for members of Parliament and representatives of the Court of Accounts to discuss the way for an enhanced communication and cooperation and the appropriate follow-up mechanisms on the Court of Accounts’ reports.
- Workshop on investigative committees and parliamentary inquiries.
- Development of a handbook for committees on the methods of implementing oversight of implementation of laws.
- International seminar on sector monitoring the implementation of the AA and DCFTA with resource persons from other countries that recently signed an EU association agreement or recently joined the EU.
- Technical assistance to sectoral parliamentary working groups on monitoring the implementation of the AA and DCFTA.
- Strengthening the skills for budget oversight with particular focus on spending of EU budget support.
- Developing an IT solution for checking the compliance of national legislation towards EU AA/DCFTA.
- Development of an e-tool (portal) to increase the transparency of budget cycle and public finance management.
- Peer-to-peer exchange visits to learn first-hand about the experience with EU standards related to oversight practices of EU candidate and/or member states

Intervention 2.3: Strengthen the role of thematic cross-party groups (Women Platform, GOPAC Chapter and other) to oversee implementation of the gender and anti-corruption legislation.

As well as taking part in formal parliamentary business, MPs are active in other areas such as within their own political parties and constituencies. They may also take part in informal work in Parliament, such as working with thematic cross party groups such as the Women Platform (constituted in 2015) or national GOPAC chapter (to be established). These caucuses are informal cross-party groups that have no official status within Parliament. They are run by and for Members of the Parliament, though many involve individuals and organisations from outside Parliament in their administration and activities.

The project will assist the thematic cross party groups to promote the agenda of gender equality and anti-corruption in the Parliament in line and beyond the Parliament's Anticorruption and Gender Equality Action Plans. Such a support will involve capacity building events, peer exchange and facilitation of communication with similar caucuses in other Parliaments. The project will solicit the idea of establishing a cross-party caucus to promote the implementation of SDGs in the Parliament. Moreover, the project will provide assistance to members of the caucuses to become active participants in monitoring the implementation of anti-corruption agenda and gender equality as part of SDG commitments.

Planned activities by the Project:

- Strengthen internal capacities of thematic cross-party groups to plan activities and effective public outreach;
- Provide legal advice to support legal/policy initiatives of thematic cross-party groups related to SDGs and European integration agenda;
- Develop capacities of the Women Platform to monitor and promote gender equality related aspects of legislation.
- Support the Women Platform to monitor the implementation of recommendations from the EU integration agenda and SDGs commitments from the gender related lens.
- Develop public awareness campaign of thematic cross-party groups of priority issues related to European integration agenda;
- Expert review on the relation between the institute of the MPs immunity and the possibility of prosecution on grounds of corruption.
- Provide capacity development for GOPAC members on their roles and responsibilities.
- Facilitate the dialogue between the GOPAC Secretariat and Parliament of Moldova in addressing rules and procedures to fully functionalise the chapter;
- Joint-workshops with GOPAC HQ on parliament's role in fighting corruption and support in the establishment of the Moldovan branch of GOPAC.
- Assist the Members of the Parliament to become active participants in monitoring the implementation of anti-corruption legislation/policies as part of EU integration agenda.

Intervention 2.4: Support the enhanced cooperation between the Parliament of Moldova and the Gagauz People's Assembly on overseeing the implementation of the country's reform agenda.

The project will provide support to existing communication platform of Parliament of Moldova and the Gagauz People's Assembly. In similar mode, the project will provide institutional assessment to assist the Parliament of Moldova in developing a viable platform based on stakeholder analysis and a clear roadmap for engagement with Transnistria on legislative level. Moreover, the project will build upon existing initiatives of the Parliament and provide administrative coordination and exchange of best practices from other European national parliaments in implementation of communication platforms with subnational legislative bodies.

The project will support the interaction of elected members from the national Parliament with members of the People's Assembly of Gagauzia through dialogues on the oversight of the implementation of the SDGs, AA and DCFTA in the entire territory of Moldova, as well as reciprocal visits. Capacity of the members of the Gagauz people's Assembly will be developed to strengthen the implementation of their main functions. The project will also support regular meetings and cooperation of staff from the national Parliament and the Gagauz People's Assembly.

Planned activities by the Project:

- Support the functioning of the Parliament of Moldova – Gagauz People's Assembly communication platform.
- Institutional assessment to assist the Parliament of Moldova in developing a viable platform based on stakeholder analysis and a clear roadmap for engagement with Transnistria on legislative level.
- Facilitate administrative coordination and exchange of best practices from other European national parliaments in implementation of communication platforms with subnational legislative bodies.
- Reciprocal visits of members of Parliament of Moldova with members of the People's Assembly of Gagauzia, and vice versa.
- Training of the members of the People's Assembly on specific (legislative oversight, budget oversight) skills related to topics of EU integration agenda.
- Ensure participation of MPs from Gagauz People's Assembly to capacity building events organized from MPs of the Parliament of Moldova
- Dialogues for members of Parliament and members of the People's Assembly of Gagauzia on overseeing the implementation of the AA and DCFTA at the local level.

OUTPUT III: Parliament of Moldova has improved capacities to better engage with CSOs, media and citizens.

Intervention 3.1: Support the Secretariat to operationalize Parliament Information Management System (e-Parliament).

The ICT services and database management at the Moldovan parliament are underdeveloped. To address the needs, and in line with the Strategic Development Plan and the Information Management Strategy, the new project will support the Secretariat's efforts to professionalise and modernise the ITC service structure and management.

The parliamentary leadership and Secretariat both share an interest to modernise the support systems in Parliament, including the ICT structure, website, intranet, and digitalisation of documents. The project will support the implementation of the Information Management System (e-Parliament) as included in the ICT Strategy that has been developed with support of the Democracy Programme and approved by Parliament in 2012. As the current ICT Strategy expires in 2015, the project if requested by the Parliament leadership, might provide assistance in the evaluation of the past ICT Strategy and the elaboration of a new one.

Many members of Parliament voiced the need for personal websites on the server of the Parliament in order to present their activities and work to their constituents and to be contacted more easily by the public. Some members already have private websites, but a unified appearance and contact e-mail address would be desirable. The project will provide technical assistance and training on the creation of personal websites on the Parliament server, for the information such sites ideally contain and the periodic updates needed.

The project will establish links of the Parliament with the “Global Centre for ICT in Parliament” in Rome⁹ and the “International Federation of Library Associations and Institutions” in The Hague¹⁰ to mobilise experts and consultants. In addition, the project will support delegations of ICT experts and data managers to participate in international conferences on e-Parliament as well as Information and Communication Technologies in Parliamentary Libraries.

Planned activities by the Project:

- Conduct a comprehensive needs assessment on the current status of the Secretariat in managing information flows in a timely way and to meet expectations by members and constituents.
- Develop the Information Management System (IMS) modules (Committee work, Plenary Session, Parliament Secretariat internal processes, Citizen Participation/Engagement) based on the actual needs of the Parliament of Moldova, as well as on the best practice accumulated in Parliaments in other countries.
- Elaborate SOPs for the implementation of the IMS, such as e-documents, paper and documents flow, digital signature, etc.
- Train the MPs and parliament’s staff on the use of the IMS.
- Strengthen capacity of the Parliament’s ICT Department for the effective implementation, maintenance and upgrade, as necessary, of the IMS and e-Parliament system.
- Facilitate seconding of parliamentary staff from other European parliaments to the Moldovan Parliament for 2 months to share expertise of and experience with managing and serving information requests by MPs.
- Provide induction training of MPs in the use of the Intranet and how to effectively use the information and the Information Management System of the Parliament.
- Organise a Workshop for MPs and their assistants on the creation and use of personal members’ websites on the Parliament server.
- Provide technical expertise to develop options for modernising the structure of the support services and procedures to collect, manage and provide data and information.
- Facilitate staff participation in international conferences on e-Parliament and ICT in Parliament.

Intervention 3.2: Support Parliament’s Secretariat and Standing Committees to enhance institutional access and transparency to meet information demands of the civil society, media and citizens.

Parliaments worldwide are facing increasing public scrutiny. Citizens have a desire for information and for accountability and responsiveness to public concerns. To achieve this result in Moldova, the project will address the needs for access to information and institutional transparency. This will be ensured in line with the *Declaration on Parliamentary Openness*¹¹ launched at the [World e-Parliament Conference 2012](#) in Rome. The Declaration sets out policy goals regarding: Promoting a culture of openness; Making parliamentary information transparent; Easing Access to parliamentary information; Enabling Electronic communication of parliamentary information.

To gauge the expectations of citizen and civil society for parliamentary transparency, the project will support moderated dialogues for members of Parliament with civil society. The findings will be used as input for developing institutional processes on how to share information about committee deliberations and findings with the public and media and how the Committees can seek input from CSOs and the public before and during committee work.

⁹ <http://www.ictparliament.org/>

¹⁰ <http://www.ifla.org/>

¹¹ <http://www.openingparliament.org/>

Specifically, the project will assist in promoting the Parliamentary Transparency Agenda to provide more information about the work of Parliament through plenary recordings and the live streaming on the parliamentary website, the minutes of committee working meetings and hearings, and access to draft legislation and other supporting documents produced and used by Parliament during its deliberations. The key tool for realising the Transparency Agenda is the new website currently under construction. In addition, the project will support the creation of opportunities for citizens to provide feedback and comments using social media tools. The project will support the development of the Parliament's Social Media Strategy aiming at a pro-active outreach of the parliament to citizens in order to receive timely and prompt feedback on the legal initiatives and consult on solutions for policy problems.

After the new parliament website is up and running, the project will support the development of Standard Operating Procedures (SOPs) to define type of documents that should be made available to the public and the timeframe for the preparation of proceedings and minutes to guarantee the transparency of the institution which will benefit the media and interested public. The project will support inter-parliamentary exchanges to expose Moldovan MPs to international best practices in terms of parliamentary transparency, and to discuss the importance of legislative procedures and parliamentary openness.

To modernise information provision and build institutional capacity, the project will introduce Parliament staff to international practices on effective information management to meet accountability and transparency standards established by law. This will be done by facilitating staff participation in international seminars on parliamentary libraries and data management, peer-to-peer exchange and study visits to other European parliaments to learn about how information management and parliamentary transparency are institutionalised, as well as by seconding experts from other Parliaments to the Moldovan Parliament to share their expertise and experience.

Recognising how important parliamentary information is both internally for elected members and externally for the public and media, the project will provide assistance to conduct a comprehensive assessment of how the Moldovan Parliament is managing information flows and provide recommendations on how best to respond to the information needs and expectations of members and constituents. The project will provide technical expertise for modernising the structure of the information and data management services. Further, the project will continue earlier UNDP support to the Parliament's Media Centre, including workshops for journalists reporting on parliamentary affairs.

Planned activities by the Project:

- Conduct an assessment of members of Parliament about their information needs within Parliament and develop options for members on how best to utilise information available at parliament for their day-to-day work.
- Support CSOs in parliamentary monitoring activities.
- Workshops for members of Parliament and staff on parliamentary transparency and accountability to discuss options and recommendations for increasing the transparency of parliamentary work.
- Workshop with participation of international experts on implementation of Law of Access to Information.
- Engagement of the MPs and staff into Open Data for Parliaments initiative, including making publicly available on the Parliament's website and in social media of individual profiles of MPs, transcripts of deliberations, individual MP votes, etc.

- Dialogues for members of Parliament and civil society on the expectations for parliamentary transparency to develop processes on how to share information about committee deliberations and findings with the public and media
- Technical Assistance to Parliament on developing the procedures and SOP for parliamentary transparency and access to information in line with the Declaration on Parliamentary Openness.
- Conduct study visits and exchanges of experiences on parliamentary transparency and parliamentary culture for MPs and staff in order to learn about lessons from other European parliaments. Attention will be given to equal opportunity for male and female participation.
- Organize regular Parliament Days with participation of MPs in local high schools.
- Support the development of SOPs for organization of public events inside Parliament premises
- Facilitate open access to Parliament premises for organized groups of citizens and associations
- Workshop for journalists and CSOs on how to access information from Parliament.
- Development of SOPs to define the timeframes for the preparation of proceedings and minutes and for guaranteeing the transparency of the recording process.

Intervention 3.3: Enhance capacities of Members of the Parliament and Parliament Secretariat to expand the interaction with constituents in the regions.

To achieve this result, the project will address the citizens' expectations for not only institutional accountability and responsiveness, but also for the representation role of Parliament. The project will support the Parliament in its efforts to reach out to citizens in the capital and also in the regions. Four constituent and information offices have been set up with UNDP assistance and the project will support the use of these venues for the outreach activities of the Parliament and its bodies and to increase public understanding of Parliament work. MPs will be supported in using these offices to meet with their constituents and to discuss needs and concerns of citizens. The project will support activities that address citizens' expectations for greater engagement with their MPs.

Once the new parliamentary Communication and Information Centre is operational, the project will help to promote and organise visits by citizens to Parliament and consultations with citizens and civil society organisations. A particular youth programme and information material for young citizens and school classes will be developed to inform the young generation about the work of Parliament and the democratic political system of Moldova. The programme will also include meeting elected members at Parliament to hear first-hand about their work. Using the Constituency Relations Manual developed under the UNDP Democracy Programme, the project will also support the interaction of elected members with constituents in the four regional constituent and information offices.

Constituent relations in Moldova remain rather weak. This is due to inadequate facilities by MPs and the lack of skills in communication and media relations. The project will facilitate members to meet with constituents by providing communication and media training to members, as well as training of staff to prepare press releases and manage the interaction of MPs with citizens. Further, the project will provide assistance in developing procedures on using modern electronic communication instruments, like e-consultations on legislation and online discussions. A particular attention will be given to facilitating an increased use of social media in the interaction between MPs and Committees and the citizens, in line with the *Social Media Guidelines for Parliaments* published by the Inter-Parliamentary Union (IPU) in 2013.¹²

¹² Andy Williamson, *Social Media Guidelines for Parliaments*, IPU, Geneva, March 2013, 37 p.

Planned activities by the Project:

- Support consultations of MPs with citizens and civil society organisations at the parliament building.
- Support for development of technical capacities of Parliament Information and Visitor’s Centre.
- Training for MPs, MPs personal assistants and committee staff on engaging through dialogue with civil society about representation, legislation and oversight.
- Organize annual Youth Parliament sessions.
- In collaboration with the Information Department, develop targeted educational programme and information materials for young citizens and school classes to introduce the young generation to the work of parliament and the democratic political system of Moldova.
- In cooperation with the Media Department, training of staff of members (councillors) to prepare press releases and manages the interaction of MPs with citizens.
- Support to developing procedures and technical skills on the usage of modern electronic communication instruments, like e-consultation on legislation, online discussions and social media.
- Conduct open data activities such as the release in machine readable format of information on individual profiles of MPs, with the full information for an MP, parliament group, committee, data on the external consultants for each parliament entity, transcripts, individual MP votes, agendas coupled with support to civil society for utilizing the data, and production of visualization / analysis of MPs activities which is easily accessible by the general public.
- Continue training on communication and media relations for members of parliament with equal participation of male and female MPs, as well as newly elected MPs.
- Evaluate the implementation of the pilot phase of the Constituents’ offices activities.
- Provide further assistance to the four Parliamentary Constituent and Information Offices in the regions to organise public hearings and to document the interaction with and information of citizens.
- Support the four Parliamentary Constituent and Information Offices with information materials and in conducting road shows on the work of the Parliament, its members, and key policy areas discussed at committees.

Intervention 3.4: Support Parliament’s Secretariat and Permanent Bureau to enhance public transparency through introduction of innovative tools on open budget initiative and public financial management.

The work of the Moldova parliament to strengthen the outreach and communication takes place in a context of an increased international practice of parliamentary openness, responsiveness to public concerns and institutional transparency. Taking into account the Declaration on Parliamentary Openness¹³ launched at the World e-Parliament Conference 2012 in Rome, the current gaps in the transparency of the Moldova Parliament become clearer. The Moldova Parliament is weak in the institutional processes on sharing information about committee deliberations and findings with the public and media and how the Committees can seek input from CSOs and the public before and during committee work.

As of today, the Secretariat provides information about the work of Parliament on the web-site only up to a certain extent. However, it is not available in a user - friendly format. Most of the documents (e.g. parliamentary decrees, resolutions, statements, appeals, draft bills, collateral documents, etc.) are published in PDF format, which makes it difficult to make further changes and use search engines to look for the information provided in these documents. Therefore, it is necessary to

¹³ <http://www.openingparliament.org/>

publish information on the parliamentary website in open and editable formats (e.g. HTML / MS Word) for further use.

Although Committee meetings are open to the public and media, there is no live streaming of Committee meetings. While Committee agendas are published on the web-site that is not the case for reports of Committee meetings. Although draft laws are published on the web-site, parliament data are not published in machine-readable and open data formats. While the web-site is updated regularly, it does not include the parliamentary voting records. There is thus a clear need for a policy and action-plan on parliamentary openness, based upon a comprehensive policy for a functioning Document Management System and a new parliamentary web-site (currently under preparation).¹⁴

In the light of the findings of the survey of CSOs and citizens, carried out as part of the project “Transparency, accountability and civic participation in the Black Sea Region”, Parliament of the Republic of Moldova should continue its efforts to improve transparency, accountability and civic participation.¹⁵ The results of the Barometer of Public Opinion (BPO) show that only 6% of citizens trust the three main institutions of the state — Parliament, Government, and Presidency.¹⁶

To actively engage citizens in parliamentary work, particularly in legislative drafting process and to provide them with necessary information in a timely, regular and professional manner, the Parliament should develop various communication channels and implement new technologies and innovative approaches. In particular, to achieve open, transparent, bilateral, and interactive communication, the Parliament should consider to create parliamentary e-news module to spread news automatically to web-page subscribers in line with agreed frequency; add additional interactive modules/functions to the existing parliamentary web-portal; create informative/educational virtual tour of the Parliament; develop mobile applications for web-services of the Parliament; etc. These initiatives will help to promote activities of the Parliament, establish effective bilateral dialogue, foster citizen engagement and improve interaction with different stakeholders.

Planned activities by the Project:

- Develop a concept paper on how Parliament can utilize innovative tools in promoting greater public engagement
- Provide expert support in developing public financial management platform for Parliament expenditures and state budget
- Organize awareness rising for men and women on new tools for public transparency including on open budget initiative and public financial management
- Develop a concept paper on how Parliament can utilize innovative tools in promoting greater public engagement
- Support the Parliament of Moldova in developing 2 innovative tools for public consultations on parliamentary business
- Support the Parliament of Moldova in organizing outreach activities to citizens, with particular emphasis on women, minorities and marginalized groups through social media, blogging, and hackathons.

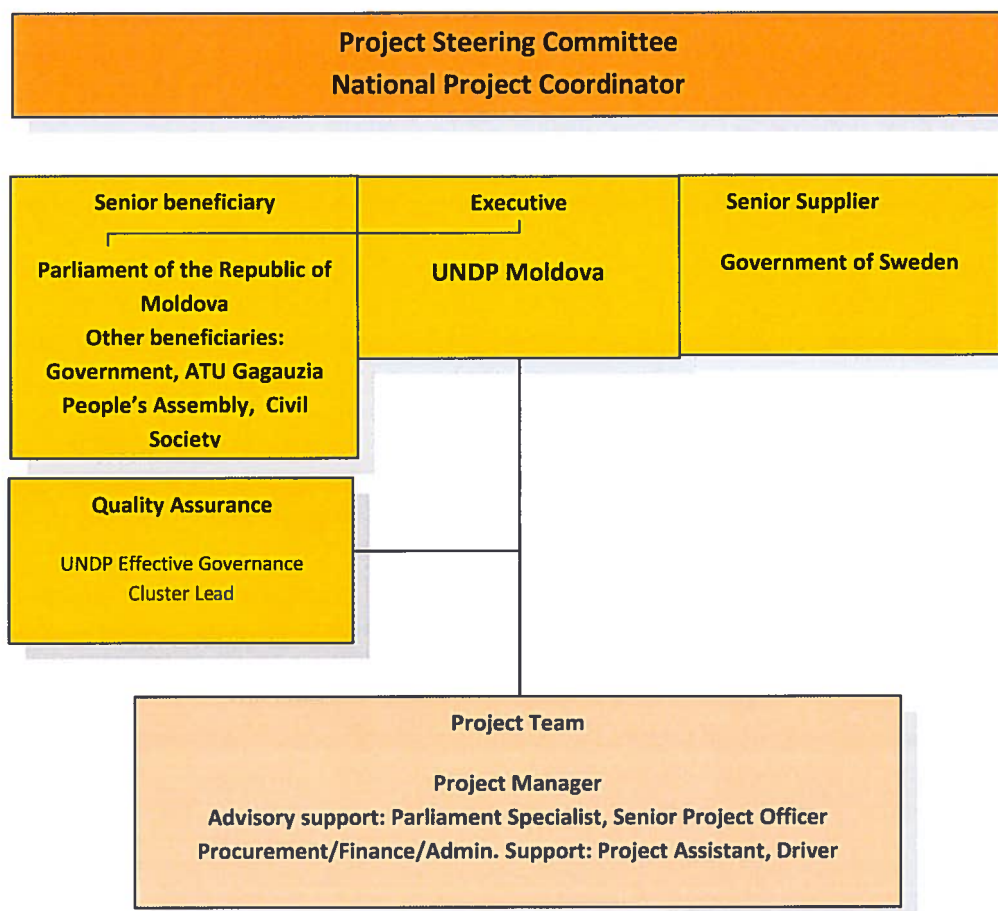
¹⁴ A good example of an *Open Parliament Action Plan* is the one from Georgia:

<http://www.parliament.ge/en/gia-mmartvelobis-partniorobis-sakanonmdeblo-giaobis-samushao-djufis-konferencia/saqartvelos-gia-parlamentis-samoqmedo-gegma>

¹⁵ http://www.cls-sofia.org/uploads/files/Open%20Parliaments%20in%20the%20BSR_Final%20study_1.pdf

¹⁶ http://www.ipp.md/public/files/Barometru/Brosura_BOP_11.2015_prima_parte_final.pdf

IV. MANAGEMENT, MONITORING AND EVALUATION ARRANGEMENTS



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

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

The Project Steering Committee shall be made up of:

- Speaker of the Parliament of the Republic of Moldova or the persons nominated by the Speaker;
- the Secretary General of the Parliament of the Republic of Moldova;
- the UNDP Deputy Resident Representative;
- a Representative of the main donor;
- other multi-lateral or bi-lateral partners.

The Project Steering Committee will hold meetings on a semi-annual basis, or more frequently if deemed necessary. The Committee will monitor programme progress, decide on strategic decisions to ensure continued coherence between implementation and goals and objectives, decide on annual work plans and budgets, revise annual plans and budgets, as well as requests for funds presented by UNDP. Amendments to the budget, including use of contingencies, will be subject to the approval of the Project Steering Committee.

Day to day coordination between UNDP Project Team and the beneficiary will be facilitated by the designated focal points from the Office of the Speaker and Secretary General.

The execution of the project will be carried out by UNDP under “Support to National Implementation Mechanism (NIM)” modality. UNDP Moldova will consider the possibility of implementation of certain activities in line with the *“Harmonised Approach to Cash Transfer”* (HACT) based on UNDP rules and procedures. HACT is a common operational framework of cash transfers to government and non-government institutions and is the UN system’s response to strengthening national capacities for management and accountability with a view to gradually shifting to utilizing national systems in the context of Government’s increasing interest towards expanding the role of public agencies in implementation of external assistance projects. More specifically it contributes to increasing national capacities to plan, manage, implement, monitor and account for results of programmes and policies as well as to enhance public financial management and procurement systems. UNDP remains fully accountable towards the donor for the purpose-intended utilization of funds under the project.

UNDP shall be responsible for the overall management and administration of the project, primarily with regard to the responsibility for the achievement of the outputs and the stated outcome. The project activities will be implemented by UNDP, in coordination with the UN Country Team. UNDP will ensure that communication; consultations and review discussions are held on an on-going basis. During the project implementation, synergies and linkages with other on-going projects, in particular in the areas of gender and human rights implemented by UN agencies will be maintained and strengthened. Similarly, UNDP will be accountable to the Project Steering Committee for the use of project resources. UNDP will delegate managerial duties for the day-to-day running of the Project to the Project Manager, selected by UNDP through a competitive and transparent selection process.

In addition to the Project Steering Committee, the Project Quality Assurance, International Parliament Specialist and the Project Manager will partake in work of a joint coordination group between the Swedish Government and other project donors, thereby ensuring programmatic monitoring. The Project Team will monitor progress towards the programme’s objectives and report accordingly.

The Project Manager has the authority to run the project on a day-to-day basis on behalf and within the constraints laid down by the Project Steering Committee. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager’s prime responsibility is to ensure that the project produces the results specified in the project document within the specified constraints of time and cost. The Project Manager will be in charge for preparing progress and final reports to be submitted to the donor. The Project Manager is responsible for implementation of Monitoring and Evaluation framework. The Project Manager will report directly to the UNDP Cluster Lead.

The Senior Project Officer will provide programmatic support to Outcome I and II and the overall support to the implementation of foreseen activities as per RRF, as well as responsible for the overall communication and outreach of the project.

The project team shall have the capacity to motivate people and to build relationships with colleagues, partners, beneficiaries, government authorities, donor organizations and other stakeholders.

Organizational, HR, procurement, IT and other related issues will be provided by UNDP Moldova through project *Procurement Associate, Finance Associate, Project Assistant and Project Driver* working specifically for the project.

Detailed descriptions of duties of all project advisory, management and technical staff shall be reflected in their terms of references.

Project Quality Assurance

The project quality assurance is provided by UNDP programme. The programme team will support the Project Steering Committee by carrying out objective and independent project oversight and monitoring functions. The programme team ensures appropriate project management milestones are managed and completed. The programme team conducts meetings with stakeholders and targeted institutions to ensure the project is on track, in line with strategic priorities and takes in to account emerging needs. UNDP Cluster Lead holds the Project Assurance role. Quality assurance on implementing a project is conducted to achieve project outputs as defined in SPGM Project Document / Annual Work Plan through implementation and monitoring.

Monitoring and Evaluation of Project's results

Monitoring is a continuous function that aims primarily to provide the main stakeholders of this project with early indications of the quality, quantity and timeliness of progress towards delivering intended results. Therefore, all project activities will be subject to continuous monitoring by project implementers and beneficiaries against the indicators determined in the project plans. Effective monitoring requires assessment of project progress against the plan and management of any exceptions. The Project Document and any detailed work plans provide a basis for progress assessment. In carrying out such monitoring activities, the following tools are set up and should be regularly updated in different timeframes.

A detailed Annual Work Plan (AWP) will be developed containing the information on the schedule of deliverables, timeframes, responsible parties, and estimated detailed costs of the actions.

The project will be monitored as specified in the Gantt chart below through the following:

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

Specifically, within the annual cycle:

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods.
- An Issue Log shall be activated in Atlas and updated by UNDP to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted to the donor and to the Project Steering Committee using the standard report format.

- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.
- An annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. This review is driven by the project Steering Committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to the outcome.

At the end of the project:

- Final Project Review Report. A Final Project Review Report shall be prepared and shared with the Project Steering Committee. As minimum requirement, the Final Project Review Report shall consist of the Atlas standard format for the Quarterly Progress Report (QPR) covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Final Project Review. Based on the above report, a final project review shall be conducted during the fourth quarter of the last year of the project implementation, to assess the performance of the project. This review is driven by the Project Steering Committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs and the outcome.

Audit arrangements

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

Financial management

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

Anti-corruption

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

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

Intellectual property rights and use of logo

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

V. Legal Context

This Programme document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of the Republic of Moldova and UNDP, signed on October 1, 1992 and the Amendment of the same of July 5, 1997.

Consistent with the Article III of the SBAA, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the implementing agency's custody, rests with the implementing agency.

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 this agreement.

The implementing partner shall:

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

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999)¹⁷. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

¹⁷ The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>

RESULT AND RESOURCES FRAMEWORK

Strengthening Parliamentary Governance in Moldova (2016 – 2019)

Project title and ID (ATLAS Award ID): Strengthening Parliamentary Governance in Moldova (SPGM)

Country Programme Results and Resource Framework Outcome:

- Institutional Strengthening: Increased transparency, accountability and efficiency of central and local public authorities;
- Human Rights, Empowerment of Women and Anti-discrimination: state bodies and other actors effectively promote and protect human rights, gender equality and non-discrimination, with particular attention to the marginalised and the vulnerable.

Outcome Indicator:

- 1.1 Level of confidence in public institutions.
- 1.2 Women representation in decision-making positions.

Outcome Baseline:

- 1.1 In 2015, the level of confidence in Parliament is 6%.
- 1.2 In 2015, percentage of women representation in the Parliament of the Republic of Moldova is 21%.

Outcome Target:

- 1.1 An increase of the level of confidence in public institutions to 30% by 2018 and approximately 40% by 2019.
- 1.2 An increase to 30% of women representation in the Parliament of the Republic of Moldova.

Applicable key result area: Democratic Governance

Impact: Republic of Moldova has advanced in the implementation of the EU – Moldova Association Agreement.

Impact Indicator: Assessment of the European Union of the Republic of Moldova on deep and sustainable democracy.

Impact Baseline: Republic of Moldova made less progress in the assessment on deep and sustainable democracy (2015).

Impact Target: Republic of Moldova achieved continuous progress in the assessment on deep and sustainable democracy (2017, 2018, 2019).

Means of Verification: Annual EU Commission Working Document on implementation of the EU – Republic of Moldova Association Agreement.

Project Outcome: The Parliament of the Republic of Moldova has improved legislative and accountability frameworks and functions in effective, inclusive and transparent manner.

INTENDED OUTPUTS	INDICATIVE INTERVENTIONS	RESPONSIBLE PARTIES	INPUTS
<p>Outcome Indicator: TBD during the Project's 3 months inception phase Outcome Baseline: TBD (2016) Outcome Target: Specified based on baseline (2017, 2018, 2019). Means of Verification: NBD</p>			
<p>Output 1: Members of the Parliament and Standing Committees have improved capacities to review legislation related to EU integration agenda.</p> <p>Indicator 1: % of the EU Directives and Regulations included in the Association Agreement are transposed in the national legislation.</p> <p>Baseline 1 (2015): 11% of the EU Directives and Regulations included in the Association Agreement are transposed in the national legislation.</p> <p>Target 1 (2019): At least 40% of the EU Directives and Regulations included in the Association Agreement are transposed in the national legislation.</p> <p>Means of Verification 1: Progress reports on implementation of the National Action Plan for the implementation of the EU-Moldova Association Agreement.</p> <p>Indicator 2: # legislative initiatives in line with EU integration agenda. Baseline 2: TBD in the inception phase of</p>	<p>Intervention 1.1: Support Standing Committees to timely review draft laws and their compliance with the EU integration agenda (gender equality, open, accountable and transparent institutions).</p> <ul style="list-style-type: none"> - Specialised trainings on legislation-making for MPs, committee staff, Legal Department staff, and staff of members on among others mainstreaming gender and human rights in legislation, conducting cost and impact analysis (Regulatory Impact Analysis, ex-ante and ex-post impact analyses RIA), and corruption vetting of legislation. - Support the Office of the Speaker and Deputy Speaker on EU integration, legislative initiatives and public outreach related to EU-Moldova Association Agreement implementation. - Trainings for MPs, committee staff and the staff of the Legal Department on ex ante compatibility checks with the EU acquis. - Establish a pool of local experts for committees to utilise when reviewing draft laws related to AA and DCFTA commitments. - Organize workshops for standing committees with peer MPs and senior parliament staff EU integration commitments. - Provide expert to develop handbook on standardized parliamentary procedures (committee planning, law-making and EU approximation of legislation) 	<p>UNDP UN Agencies Parliament of the Republic of Moldova Secretariat Gagauz People's Assembly Secretariat</p>	<p>International Consultants, National Consultants, Consultancy Companies/Services, Programme Advisory costs, Travel As per Annex II Project Multi-Year Activity Plan and Budget</p>

<p>the project. Target 2: TBD once the baseline is decided. Means of Verification 2: Transcript of the Plenary Session Reports of Standing Committees on review of draft laws Government's Legislative Programme on implementing the commitments taken under the AA Decreases enacting the laws Indicator 3: # of amendments to draft laws harmonized with EU Directives and Regulations. Baseline 3: TBD in the inception phase of the project. Target 3: TBD once the baseline is decided. Means of Verification 3: Minutes of the meeting of Standing Committees Reports of Standing Committees on review of draft laws</p>	<ul style="list-style-type: none"> - Technical assistance to the implementation of the Gender, EU Integration and Anti-Corruption Action Plans of the Parliament. - Support to public consultations on draft legislation where UN agencies have special expertise, including using the innovative tools, such as social media and alike. - Facilitate knowledge exchange with MPs from other European countries with a recent experience of EU accession. - Assist committees in drafting priority laws related to European integration agenda - Support to MPs and staff participating in regional or international conferences related to legislation making and work of parliamentary committees on EU integration agenda. <p>Intervention 1.2: Strengthen cooperation between the Parliament and the Government to ensure transparent, participatory and gender mainstreamed law-making process.</p> <ul style="list-style-type: none"> - Special training of MPs and staff on the cooperation between the Parliament and the Government in the legal harmonisation process related to EU integration agenda. - Enhance capacities of the staff supporting the work of the Parliament's Council on European Integration - Support to the development of rules and procedures on cooperation between the Parliament and the Government on EU integration agenda. - Capacity building for a core group of parliamentary staffers within the Legal Department and staff from the Centre for Approximation of the Ministry of Justice, as well as the relevant staff of the Ministry of Foreign Affairs and European Integration, on European and international standards and principles. 	
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	<ul style="list-style-type: none"> - Provide expert to develop SOPs on committee annual planning of law-making activities and EU approximation related to EU integration agenda. - Generic induction training for newly-elected MPs and their personal staff on the preparation, implementation and reporting of the annual budget. - Committee specific training for newly-elected MPs on sector specific priorities, legislation and policies together with line Ministries and CSOs. - Advanced trainings on gendered budgeting for the Women Caucus and the Committee on Budget and Finance in the framework of EU integration agenda. <p>Intervention 1.3: Support Parliament Secretariat to provide Members of the Parliament and Standing Committees with professional and gender inclusive advice during the review of draft laws.</p> <ul style="list-style-type: none"> - Provide technical assistance to strengthen the strategic and capacity development role of HR Department through development of HR policies related to merit based appraisal, career development, and skills development. - Develop a platform for transparent functioning of budget and procurement unit. - Support Office of the Speaker's and Deputy Speaker's initiatives to develop partnership and MoU's with other European national parliaments that will facilitate the implementation of project activities. - Assist the Secretariat develop regulation on functioning of the unit on committee support together with the job descriptions of all staff. - Provide technical expertise to Committee staff and Legal Department standardize operations and templates related to support they provide to Committees and MPs on EU 	
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	<p>integration agenda.</p> <ul style="list-style-type: none"> - Assist the development of the SOP on Safety and Security of the Parliament's premises - Provide workshops to targeted parliamentary support staff to enhance their capacities and provide more professional, accountable and gender inclusive services. - Facilitate the exchange of experience between the Parliament Secretariat staff and staff from Secretariats from EU member states. <p>Intervention 1.4: Support Parliament Secretariat Management Team in change management and result oriented management.</p> <ul style="list-style-type: none"> - Provide tailor made trainings to enhance the capacities of the Secretariat and specific departments to efficiently install practices of change management and result oriented management. - Assist the Secretariat develop regulation on functioning of the unit on committee support together with the job descriptions of all staff. - Provide technical assistance through international experts to support the role of the Parliament Management Team. - Support the Parliament Management Team on awareness raising and information sharing among the staff of the Secretariat on the role and responsibilities of the Team. - Arrange secondment of key Secretariat staff to well-functioning parliaments to review change management practices. <p>Intervention 1.5: Capacity enhancement of the Gagauz People's Assembly Secretariat to assist GPA Committees review legislation.</p> <ul style="list-style-type: none"> - Conduct a needs assessment to identify capacity gaps of staff of the Gagauz People's Assembly supporting the work 	
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	<p>of GPA Committees</p> <ul style="list-style-type: none"> - Provide training to staff of the People’s Assembly based on identified needs and specific (legislative drafting, budget oversight) skills. - Organize a study visit for senior staff of Gagauz People’s Assembly Secretariat on service management and delivery - Support of transfer of know-how and cooperation of staff from the national Parliament and staff of the Gagauz People’s Assembly. - Organize shadowing and internship scheme in Parliament of Moldova for members and staff of the Gagauz People’s Assembly. - Establishing platforms for ensuring GPA’s transparency, responsiveness to constituencies and contacts with civil society – upgrading of the web-site to become interactive, a system for participation of CSOs representatives at the GPA’s meetings and consultations and for regular meetings with population, etc. 	
<p>Output II: Members of the Parliament and Standing Committees have improved capacities to review and oversee policy implementation with a particular focus on policies related to the implementation of SDGs and of the EU integration agenda.</p> <p>Indicator 1: # of laws monitored related to implementation of the EU agenda. Baseline 1: TBD in the inception phase of the project. Target 1: TBD once the baseline is</p>	<p>Intervention 2.1: Support the Parliament Secretariat to align organizational structure, internal procedures and work practice with the needs of the Members of the Parliament and Standing Committees’ oversight work.</p> <ul style="list-style-type: none"> - Update the Strategic Development Plan addressing the needs of the elected members and committees for quality support services related to oversight work on EU integration agenda. - Provide technical assistance to Parliament Secretariat and Office of the Speaker in the implementation of the Strategic Development Plan. - Conduct a mid-term review of implementation of the Strategic Development Plan. - Capacity development for Secretariat and committee staff 	<p>UNDP UN Agencies Parliament of the Republic of Moldova Secretariat Gagauz People’s Assembly Members</p> <p>International Consultants, National Consultants, Consultancy Companies/Services, Programme Advisory costs, Travel As per Annex II Project Multi-Year Activity Plan and Budget</p>

<p>decided.</p> <p>Means of Verification 1: Reports on monitoring of implementation of the law endorsed by Standing Committees and Plenary.</p> <p>Action Plan on monitoring of implementation of laws endorsed by Standing Committees.</p> <p>Indicator 2: # of Parliamentary questions raised related to implementation of the EU agenda.</p> <p>Baseline 2: TBD in the inception phase of the project.</p> <p>Target 2: TBD once the baseline is decided.</p> <p>Means of Verification 2: Transcript of the Plenary Session Official records of the Parliament's Secretariat on tabled parliamentary questions</p> <p>Indicator 3: # of interpellations held related to implementation of the EU agenda.</p> <p>Baseline 3: TBD in the inception phase of the project.</p> <p>Target 3: TBD once the baseline is decided.</p> <p>Means of Verification 3: Transcript of the Plenary Session Official records of the Parliament's Secretariat on tabled interpellations.</p>	<p>on conducting parliamentary research and analysis, including the preparation of evidence and data-based research for MPs, trainings, and internships.</p> <ul style="list-style-type: none"> - Workshop on conducting parliamentary research and policy analysis, including the preparation of briefing notes for MPs. - Provide technical assistance to develop the services of the Secretariat, including the development of an in-house research institute. - Provision of support for the digitalization of the parliamentary archive. <p>Intervention 2.2: Enhance capacities of Standing Committees to effectively oversee implementation of laws and policies, in particular related to SDGs and EU integration agenda with involvement of civil society and independent institutions.</p> <ul style="list-style-type: none"> - Technical assistance for developing the rules for establishing structural cooperation between the People's Advocates and the Parliament. - Information seminar for committees, committee staff and staff of the Legal Department on best practices on interaction and oversight of independent institutions related to EU integration priorities. - Organize a conference on best practices on Parliament – independent institutions relations - Seminar for members of Parliament and representatives of the Court of Accounts to discuss the way for an enhanced communication and cooperation and the appropriate follow-up mechanisms on the Court of Accounts' reports. - Workshop on investigative committees and parliamentary inquiries. - Development of a handbook for committees on the methods of implementing oversight of implementation of 	
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	<p>laws.</p> <ul style="list-style-type: none"> - International seminar on sector monitoring the implementation of the AA and DCFTA with resource persons from other countries that recently signed an EU association agreement or recently joined the EU. - Technical assistance to sectoral parliamentary working groups on monitoring the implementation of the AA and DCFTA. - Strengthening the skills for budget oversight with particular focus on spending of EU budget support. - Developing an IT solution for checking the compliance of national legislation towards EU AA/DCFTA. - Development of an e-tool (portal) to increase the transparency of budget cycle and public finance management. - Peer-to-peer exchange visits to learn first-hand about the experience with EU standards related to oversight practices of EU candidate and/or member states <p>Intervention 2.3: Strengthen the role of thematic cross-party groups (Women Platform, GOPAC Chapter and other) to oversee implementation of the gender and anti-corruption legislation.</p> <ul style="list-style-type: none"> - Strengthen internal capacities of thematic cross-party groups to plan activities and effective public outreach; - Provide legal advice to support legal/policy initiatives of thematic cross-party groups related to SDGs and European integration agenda; - Develop capacities of the Women Platform to monitor and promote gender equality related aspects of legislation. - Support the Women Platform to monitor the implementation of recommendations from the EU integration agenda from the gender related lens. - Develop public awareness campaign of thematic cross- 		
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	<p>party groups of priority issues related to European integration agenda;</p> <ul style="list-style-type: none"> - Expert review on the relation between the institute of the MPs immunity and the possibility of prosecution on grounds of corruption. - Provide capacity development for GOPAC members on their roles and responsibilities. - Facilitate the dialogue between the GOPAC Secretariat and Parliament of Moldova in addressing rules and procedures to fully functionalise the chapter; - Joint-workshops with GOPAC HQ on parliament's role in fighting corruption and support in the establishment of the Moldovan branch of GOPAC. - Assist the Members of the Parliament to become active participants in monitoring the implementation of anti-corruption legislation/policies as part of EU integration agenda. <p>Intervention 2.4: Support the enhanced cooperation between the Parliament of Moldova and the Gagauz People's Assembly on overseeing the implementation of the country's reform agenda.</p> <ul style="list-style-type: none"> - Support the functioning of the Parliament of Moldova – Gagauz People's Assembly communication platform. - Institutional assessment to assist the Parliament of Moldova in developing a viable platform based on stakeholders analysis and a clear roadmap for engagement with Transnistria on legislative level. - Facilitate administrative coordination and exchange of best practices from other European national parliaments in implementation of communication platforms with subnational legislative bodies. - Reciprocal visits of members of Parliament of Moldova with members of the People's Assembly of Gagauzia, and 	
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<p>Output III: Parliament of Moldova has improved capacities to better engage with CSOs, media and citizens.</p> <p>Indicator 1: # of CSOs engaged in Parliamentary work. Baseline 1: TBD in the inception phase of the project. Target 1: TBD once the baseline is decided. Means of Verification 1: Minutes of the meeting of Standing Committees List of participants attending Standing Committee meetings Reports and recommendations of CSOs, media and citizens on policy issues</p> <p>Indicator 2: # of users of parliament's website. Baseline 2: Lack of data on the # of users of parliament's website.</p>	<p>vice versa.</p> <ul style="list-style-type: none"> - Training of the members of the People's Assembly on specific (legislative oversight, budget oversight) skills related to topics of EU integration agenda. - Ensure participation of MPs from Gagauz People's Assembly to capacity building events organized from MPs of the Parliament of Moldova - Dialogues for members of Parliament and members of the People's Assembly of Gagauzia on overseeing the implementation of the AA and DCFTA at the local level. 		
<p>Intervention 3.1: Support the Secretariat to operationalize Parliament Information Management System (e-Parliament).</p> <ul style="list-style-type: none"> - Development of the Information Management System (IMS) modules (Committee work, Plenary Session, Parliament Secretariat internal processes, Citizen Participation/Engagement) based on the actual needs of the Parliament of Moldova, as well as on the best practice accumulated in Parliaments in other countries. - Elaboration of SOPs for the implementation of the IMS, such as e-documents, paper and documents flow, digital signature, etc. - Training of the MPs and parliament's staff on the use of the IMS. - Strengthening capacity of the Parliament's ICT Department for the effective implementation, maintenance and upgrade, as necessary, of the IMS and e-Parliament system. - Seconding of parliamentary staff from other European parliaments to the Moldovan Parliament for 2 months to share expertise of and experience with managing and serving information requests by MPs. - Conduct a comprehensive needs assessment on the 		<p>UNDP UN Agencies Parliament of the Republic of Moldova Secretariat Civil Society Organizations Media</p>	<p>International Consultants, National Consultants, Consultancy Companies/Services, Programme Advisory costs, Travel As per Annex II Project Multi-Year Activity Plan and Budget</p>

<p>Target 2: # of users of parliament's website increased by 20%.</p> <p>Means of Verification 2: Reports on number of users visiting the Parliament's website (per sections and time spent)</p> <p>Reports on users feedback on items published in the Parliament's website</p> <p>Indicator 3: # of new and innovative tools to enhance transparency introduced.</p> <p>Baseline 3: No innovative tools to enhance transparency practiced.</p> <p>Target 3: At least 2 new and innovative tools to enhance transparency introduced.</p> <p>Means of Verification 3: Terms of reference and technical details of the innovative tools</p> <p>Contracts with developers of innovative tools</p> <p>Reports generated by innovative tools on number of users and their feedback to Parliament.</p>	<p>current status of the Secretariat in managing information flows in a timely way and to meet expectations by members and constituents.</p> <ul style="list-style-type: none"> - Induction training of MPs in the use of the Intranet and how to effectively use the information and the Information Management System of the Parliament. - Workshop for MPs and their assistants on the creation and use of personal members' websites on the Parliament server. - Providing technical expertise to develop options for modernising the structure of the support services and procedures to collect, manage and provide data and information. - Facilitating staff participation in international conferences on e-Parliament and ICT in Parliament. <p>Intervention 3.2: Support Parliament's Secretariat and Standing Committees to enhance institutional access and transparency to meet information demands of the civil society, media and citizens.</p> <ul style="list-style-type: none"> - Conduct an assessment of members of Parliament about their information needs within Parliament and develop options for members on how best to utilise information available at parliament for their day-to-day work. - Support CSOs in parliamentary monitoring activities. - Workshops for members of Parliament and staff on parliamentary transparency and accountability to discuss options and recommendations for increasing the transparency of parliamentary work. - Workshop with participation of international experts on implementation of Law of Access to Information. - Engagement of the MPs and staff into Open Data for Parliaments initiative, including making publicly available 	
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	<p>on the Parliament’s website and in social media of individual profiles of MPs, transcripts of deliberations, individual MP votes, etc.</p> <ul style="list-style-type: none"> – Dialogues for members of Parliament and civil society on the expectations for parliamentary transparency to develop processes on how to share information about committee deliberations and findings with the public and media – Technical Assistance to Parliament on developing the procedures and SOP for parliamentary transparency and access to information in line with the Declaration on Parliamentary Openness. – Conduct study visits and exchanges of experiences on parliamentary transparency and parliamentary culture for MPs and staff in order to learn about lessons from other European parliaments. Attention will be given to equal opportunity for male and female participation. – Organize regular Parliament Days with participation of MPs in local high schools. – Support the development of SOPs for organization of public events inside Parliament premises – Facilitate open access to Parliament premises for organized groups of citizens and associations – Workshop for journalists and CSOs on how to access information from Parliament. – Development of SOPs to define the timeframes for the preparation of proceedings and minutes and for guaranteeing the transparency of the recording process. <p>Intervention 3.3: Enhance capacities of Members of the Parliament and Parliament Secretariat to enhance interaction with constituents in the regions.</p> <ul style="list-style-type: none"> – Support consultations of MPs with citizens and civil society 	
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	<p>organisations at the parliament building.</p> <ul style="list-style-type: none"> - Support for development of technical capacities of Parliament Information and Visitor's Centre. - Training for MPs, MPs personal assistants and committee staff on engaging through dialogue with civil society about representation, legislation and oversight. - Organize annual Youth Parliament sessions. - In collaboration with the Information Department, develop targeted educational programme and information materials for young citizens and school classes to introduce the young generation to the work of parliament and the democratic political system of Moldova. - In cooperation with the Media Department, training of staff of members (councillors) to prepare press releases and manages the interaction of MPs with citizens. - Support to developing procedures and technical skills on the usage of modern electronic communication instruments, like e-consultation on legislation, online discussions and social media. - Conduct open data activities such as the release in machine readable format of information on individual profiles of MPs, with the full information for an MP, parliament group, committee, data on the external consultants for each parliament entity, transcripts, individual MP votes, agendas coupled with support to civil society for utilizing the data, and production of visualization / analysis of MPs activities which is easily accessible by the general public. - Continue training on communication and media relations for members of parliament with equal participation of male and female MPs, as well as newly elected MPs. - Evaluate the implementation of the pilot phase of the Constituents' offices activities. 		
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	<ul style="list-style-type: none"> - Provide further assistance to the four Parliamentary Constituent and Information Offices in the regions to organise public hearings and to document the interaction with and information of citizens. - Support the four Parliamentary Constituent and Information Offices with information materials and in conducting road shows on the work of the Parliament, its members, and key policy areas discussed at committees. <p>Intervention 3.4: Support Parliament’s Secretariat and Permanent Bureau to enhance public transparency through introduction of innovative tools on open budget initiative and public financial management.</p> <ul style="list-style-type: none"> - Develop a concept paper on how Parliament can utilize innovative tools in promoting greater public engagement - Provide expert support in developing public financial management platform for Parliament expenditures and state budget - Organize awareness rising for men and women on new tools for public transparency including on open budget initiative and public financial management - Develop a concept paper on how Parliament can utilize innovative tools in promoting greater public engagement - Support the Parliament of Moldova in developing 2 innovative tools for public consultations on parliamentary business - Support the Parliament of Moldova in organizing outreach activities to citizens, with particular emphasis on women, minorities and marginalized groups through social media, blogging, and hackathons. 	
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Risk Log

PROGRAMMATIC AND INSTITUTIONAL RISKS							
#	Risk factor	Likelihood	Background assessment	Impact	Background assessment to	Risk response if applicable / potential effect on development cooperation in context	Date identified/ status
1.	Resistance to change amongst key stakeholders reduce the pace and the implementation of the EU agenda and SDG commitments.	Likely	This risk is most visible once the regulations, standard operational procedures and guidelines are already in place, but actual implementation lies ahead. Risks are almost certain to lie in not sufficient capacity of the entrusted actors to perform (which will be addressed by the Project), coupled with unwillingness to implement reforms in the Parliament of the Republic of Moldova.	Major	Lack of implementation of the adopted laws and regulations coupled with low capacity for addressing the relevant issues with required rigor may impede effective rollout of the EU agenda and SDG commitments. Citizens are not sufficiently well informed and not able to adequately participate in decision making or monitoring. This has also repercussions for the overall satisfaction of citizens with the	While the project team will engage in continuous cooperation and communication with the Parliament of Moldova to advocate the importance of public outreach and the potential of social media, it needs to be seen where the source of non-engagement might be. Lack of willingness should be taken into account when planning additional activities with those municipalities in question. The Parliament of Moldova engaged in the project, as partners will be fully aware of their responsibilities under the EU agenda and SDG commitments. This includes disclosure and information requirements. Recurring issues will be stated in the project's monitoring reports. The project will suggest several levels of escalation, when it comes to engaging with Standing Committees or Members of the Parliament that are not willing/able to fulfil their responsibilities. While the risk component dealing with capacity will be addressed through tailored and targeted training and capacity-building,	April 2016

				<p>work of the Parliament.</p> <p>Political instability and snap elections. Changes in the leadership of the Parliament during 2018 will be important to the sustainability of implementation of the EU agenda and therefore details on their involvement in future assistance can only be developed once this occurs and levels of support from to the new composition can be determined.</p> <p>Changes in the configuration of the current coalition.</p> <p>Unwillingness to pursue agreed project activities by project partners.</p> <p>Lack of absorption</p>	<p>the second dimension, that one of institutional political will for going the new charted course of operations, will be addressed through coupling external inputs with awareness raising and focus on drivers of change within the responsible institutions themselves. Public accountability through CSO pressure will also be used as a catalyst for change.</p> <p>The project will provide expert advice and training to enhance capacities of the Parliament of Moldova further in international management standards thus ensuring sustainability of activities beyond the project.</p> <p>The project will, moreover, ensure clear communications of the project and delivery of the core message of ownership and ultimate responsibility of the main project partners and beneficiaries part of the corruption prevention architecture. Provide enough flexibility within the project to make sure that if the preferred modus operandi fails, then alternative paths are chosen to keep implementation on track and avoid image risk. Ensure adequate coordination with other donors in the Parliamentary support.</p> <p>During early elections, the project will focus its activities on strengthening the capacities of the Parliament Secretariat. The project will advocate constantly and raise awareness of</p>
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				<p>capacity for gender equality and human rights promotion in Parliament: low availability of staff and MPs for trainings and other learning events.</p> <p>Low willingness to pursue strategic reform by the project partner.</p> <p>Unwillingness to pursue agreed project activities by People's Assembly of Gagauzia.</p>	<p>the leadership about the benefits of reform. The project will work on areas that would be implemented regardless of any political changes.</p> <p>The project will engage in open discussion with project partners and Project Board about the advantages of cooperation. Options for continued activities will be presented to Board for approval. The project will engage both government majority and opposition in all its activities.</p> <p>Project will set priorities activities in consultation with partners. Project will also discuss with the Board on postponement of selected activities. Board will be presented with options for continued activities for approval. Have on-going discussions with Parliament and approve flexible plans for trainings/visits and other learning events. Use of ICT for learning. The project will advocate constantly and raise awareness of stakeholders about the benefits of institutional reforms and capacity developments. Project management and board will engage in policy dialogue with selected partners.</p> <p>The project will engage in open discussion with project partner on bilateral basis. Politically unbiased options for continued activities will be presented to Board for approval.</p>	
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<p>2. Coordination of political bodies and the Secretariat, political competition and internal frictions between interest groups significantly reduce the pace and scope of implementation of EU agenda and SDG commitments.</p>	<p>Likely</p>	<p>This risk may manifest itself as delayed discussions at political level once decisions are necessary to adopt rules, regulations and standard operational procedures to strengthen the role and coordination between the political bodies and the Secretariat of the Parliament of Moldova. While there has so far been general agreement on the necessity to introduce effective mechanisms for these mandates, hammering out the exact regulatory detail may take much more time and energy than generic political will.</p>	<p>Major</p>	<p>The absence of the strategic and systemic approach produces overlap and no visible results in the implementation of EU agenda and SDG commitments.</p> <p>Different systems of entering and processing data make difficult to perform analysis and identify trends.</p> <p>The impact may manifest itself in slower than expected elaboration and, importantly, agreement and adoption of the defined rules, regulations and standard operational procedures. While this situation may not preclude adoption of the necessary regulations in the</p>	<p>The project will serve as a facilitator of the dialogue and regular communication between all relevant stakeholders and events related to project activities, donor mapping and improved reporting procedures.</p> <p>Project will facilitate creation of unified system of data collection and processing as a regular project activity.</p> <p>Focus on both drivers of change and potential spoilers in programming. Emphasize external conditionality (e.g. agreement with institutions, support conditionality). Continue to support progressive decision-makers and officials of duty-bearing institutions in their dialogue with the civil society community and citizens. To ensure that the need for change remains on political agenda of institutions the Project Team will continue to implement awareness campaigns to provide more information on the work of the Parliament and its path towards the implementation of EU agenda and SDG commitments.</p> <p>Continuation of the chosen strategy of working openly and inclusively with all stakeholders and groups of interest is likely to shield the project, implementing institution and donor from much of the image risk. At the same time, caution and special attention need to be paid to inclusiveness, openness, political neutrality and values promulgated by the</p>	<p>April 2016</p>
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	<p>3. Moldova's citizens are not sufficiently motivated to actively engage public decision-making.</p>	<p>Likely</p>	<p>The rationale of this project is to address this particular issue and the goal of the specific awareness component is, amongst others, to inform of the effectiveness of relevant regulations being put in place. Whereas measuring the requirements for implementation of the EU agenda and the SDG commitments</p>	<p>Major</p>	<p>Lack of participation and low trust in institutions amongst citizens does not create the desired project impact. Should no change at all be observed or perceived, credibility of the intervention is likely to suffer and both the core stakeholders and the public at large. Corruption remains</p>	<p>long run, the pace of transformation may be suboptimal. Chairs of key committees develop different priorities. Delays in implementation of project activities due to long coordination of ToRs and technical specifications with the project partners.</p>	<p>project itself so as to avoid possible image damage. Communicate clearly and openly the advantages of cooperation to all project partners. Inform Project Board and decide over adjusted activity design. The Project will set up regular meetings with project focal points. Develop and submit timely the ToRs and technical specifications to the project partners. Organize meetings for provision of clarifications.</p>	<p>April 2016</p>
						<p>Closely monitor awareness raising activities and guarantee they are appealing and relevant to the target audience. Adapt strategy when necessary. Project will continue to support civic engagement and empowerment, a condition in which every citizen has the means to actively engage in the public sphere. Through these means, the citizens can exercise their oversight role and influence the institutions to implement the EU and SDG agenda. Project will also address the demand side of democratic governance and use the potential of proactive government transparency to generate engagement, by considering and capitalizing on the capacities of citizens, activists and civil society organizations in</p>		

			<p>progress may be not easy and produce immediate results, proper implementation of solidly-elaborated innovative and transparency tools and mechanisms is highly likely to produce effect on improving the situation.</p>	<p>widespread, systemic and entrenched, impunity will generate dissatisfaction and further eroded trust to public institutions.</p>	<p>Moldova.</p>	
<p>4. Risk of inadequate internal control at UNDP Moldova</p>	<p>Unlikely</p>	<p>Risk of inadequate internal control: Management organizational capacity; monitoring and reporting on results; Internal control: audit processes and financial control; procurement.</p> <p>Risk of corruption</p> <p>Risk of inadequate ownership and failure to sustain results.</p>	<p>Moderate</p>	<p>UNDP holds adequate management and organizational capacity to effectively and efficiently achieve the set targets and objectives.</p> <p>The project includes financing of Project Manager and costs for monitoring, quality assurance and reporting for the UNDP CO staff with the responsibility for monitoring and reporting of results.</p>	<p>UNDP has adequate local and corporate auditing and financial control capacities.</p> <p>UNDP has international standards capacity and skills, well-established business processes for procurements. Procurement will be done by UN rules or national procurement in a transparent manner.</p> <p>UNDP has international standards rules and procedures to ensure maximum impartiality, transparency and accountability, as well as report on and curb any form possible corruption.</p> <p>UNDP will employ the Support to the National Implementation Mechanism modality for the project, whereby the National Counterpart is in charge of the project planning, management and control. Parliament</p>	<p>April 2016</p>

<p>5. Inadequately harmonized and / or competing donor programmes and agendas.</p>	<p>Unlikely</p>	<p>This risk may manifest itself in insufficiently aligned actions of the different actors in the donor community, resulting in varied or even conflicting agendas for build-up of the EU and SDG agenda. The overall situation remains unsolidified, and ad-hoc initiatives prevail over systematic work due. At the same time, with the current demonstrated attempts to coordinate donor efforts, it is likely that the coordination drive is going to be retained in the future.</p>	<p>Minor</p>	<p>In uncoordinated efforts emerge, this may have impact on programmatic work, including duplication of efforts or sub-optimal attention to certain areas at the expense of others.</p>	<p>representative appointed as the National Project Coordinator and UNDP Deputy Resident Representative will co-chair the Project Steering Committee. The Project will support the efforts of strengthening of inter-institutional coordination and donor coordination. Project will incorporate clear messages regarding EU agenda and SDG commitments into all programmatic activities, build up a recognizable and clear image of the project. Continue the good practice of exchanging information with key development partners be that at formal or informal coordination levels to avoid duplication.</p>	<p>April 2016</p>
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Multi-Year Annual Work Plan, July 2016- December 2019
 Project title: "Strengthening Parliamentary Governance in Moldova"

Project ID:
 Output ID:

Approved By:
 Parliament of Moldova

UNDP

PLANNED ACTIVITIES	July 2016	2017	2018	2019	Planned Budget, USD					
					Funding Source					
					2016	2017	2018	2019	2016-2019	
COMPONENT I: Parliamentary Development										
Output 1: Members of the Parliament and Standing Committees have improved capacities to review legislation related to EU integration agenda										
Result 1.1 Support Standing Committees to timely review draft laws and their compliance with the EU integration agenda (gender equality, open, accountable and transparent institutions).										
1.1.1 Specialised trainings on legislation-making for legislators, committee staff, Legal Department staff, and staff of members on among others mainstreaming gender and human rights in legislation, conducting cost and impact analysis, and corruption vetting of legislation.						32,500	74,000	69,000	20,000	195,500
1.1.2 Trainings for MPs, committee staff and the staff of the Legal Department on ex ante compatibility checks with the EU acquis						5,000	5,000	5,000		15,000
1.1.3 Establish a pool of local experts for committees to utilise when reviewing draft laws related to AA and DCFTA commitments.						2,500				2,500
1.1.4 Organize workshop for Standing Committees with peer MPs and senior parliament staff on EU integration commitments.							4,000	4,000		8,000
1.1.5 Provide expert to develop a handbook on standardized parliamentary procedures (committee planning, law-making and EU approximation of legislation)							15,000	10,000		25,000
1.1.6 Technical assistance to the implementation of the Gender, EU Integration and Anti-Corruption Action Plans at the Parliament.						10,000	10,000	10,000	5,000	35,000
1.1.7 Support to public consultations on draft legislation where UN agencies have special expertise						2,500	5,000	5,000	5,000	17,500
1.1.8 Facilitate knowledge exchange with MPs from other European countries with a recent experience of EU accession.						2,500	5,000	5,000		12,500
1.1.9 Assist committees in drafting priority laws related to SDGs and European integration agenda							10,000	10,000	10,000	30,000
1.1.10 Support to MPs and staff participating in regional or international conferences related to legislation making and work of parliamentary committees on EU integration agenda.						5,000	10,000	10,000		25,000
1.1.11 Support the Office of the Speaker and Deputy Speaker on EU integration, legislative initiatives and public outreach related to EU-Moldova AA						5,000	5,000	5,000		15,000
Result 1.2 Strengthen cooperation between the Parliament and the Government to ensure transparent, participatory and gender mainstreamed law-making process.						2,500	58,000	48,000	10,000	118,500
1.2.1 Special training of MPs and staff on the cooperation between the Parliament and the Government in the legal harmonisation process related to EU agenda.							5,000	5,000		10,000
1.2.2 Enhance capacities of the staff supporting the work of Parliament's Council on European Integration						2,500	5,000	5,000		12,500
1.2.3 Support to the development of rules and procedures on cooperation between the Parliament and the Government on EU integration agenda.							15,000	10,000		25,000
1.2.4 Capacity building for a core group of parliamentary staffers within the Legal Department and staff from the Center for Approximation of the Ministry of Justice, as well as the relevant staff of the Ministry of Foreign Affairs and European Integration, on European and international standards and principles							2,500	2,500		5,000
1.2.5 Provide expert support to develop SOPs on committee annual planning of law-making activities and legal approximation related to EU integration agenda in coordination with the Government's plans.							20,000	10,000		30,000
1.2.6 Generic induction training for newly-elected MPs and their personal staff on the preparation, implementation and reporting of the annual budget.								5,000	10,000	15,000
1.2.7 Committee specific training for newly-elected MPs on sector specific priorities, legislation and policies together with line Ministries and CSOs.							2,500	2,500		5,000
1.2.8 Advanced trainings on gendered budgeting for the Women Caucus and the Committee on Budget and Finance.							8,000	8,000		16,000

PLANNED ACTIVITIES	July 2016	2017	2018	2019	Planned Budget, USD					
					Funding Source				Total	
					2016	2017	2018	2019		
					20,000	100,000	40,000	15,000	175,000	
Result 1.3 Support Parliament Secretariat to provide Members of the Parliament and Standing Committees with professional and gender inclusive advice during the review of draft laws										
1.3.1 Provide technical assistance to strengthen the strategic and capacity development role of HR Department through development of HR policies related to merit based appraisal, career development, and skills development.						15,000			30,000	
1.3.2 Develop a platform for transparent functioning of budget and procurement unit.						25,000			25,000	
1.3.3 Assist the Secretariat to develop regulation on functioning of the unit on committee support together with the job descriptions of all staff					5,000				5,000	
1.3.4 Provide technical expertise to Committee staff and Legal Department standardize operations and templates related to support they provide to Committees and MPs on EU integration agenda					5,000	15,000	10,000		30,000	
1.3.5 Assist the development of the SOP on Safety and Security of the Parliament's premises					10,000	30,000			40,000	
1.3.6 Workshops to targeted parliamentary support staff to enhance their capacities and provide more professional, accountable and gender inclusive services.						5,000	5,000		15,000	
1.3.7 Facilitate the exchange of experience between the Parliament Secretariat staff and staff from Secretariats from EU member states.						10,000	10,000		30,000	
1.3.8 Support Office of the Speaker's and Deputy Speaker's initiatives to develop partnership and MoU's with other European national parliaments that will facilitate the implementation of project activities					2,500	2,500				
Result 1.4 Support Parliament Secretariat Management Team in change management and result oriented management.					20,000	82,500	76,500	25,000	204,000	
1.4.1 Provide tailor made trainings to enhance the capacities of the Secretariat and specific departments to efficiently install practices of change management and result oriented management.					5,000	5,000	5,000		15,000	
1.4.2 Assist the Secretariat develop regulation on functioning of the unit on committee support together with the job descriptions of all staff					5,000				5,000	
1.4.3 Provide technical assistance through international experts to support the role of the Parliament Management Team.						10,000	10,000	5,000	25,000	
1.4.4 Support the Parliament Management Team on awareness raising and information sharing among the staff of the Secretariat on the role and responsibilities of the Team.						2,500	2,500		5,000	
1.4.5 Arrange secondment of key Secretariat staff to well-functioning parliaments to review change management practices.					5,000	5,000	5,000		15,000	
1.5 Capacity enhancement of the Gagauz People's Assembly Secretariat to assist GPA Committees review legislation.					2,500	30,000	27,000	10,000	69,500	
1.5.1 Conduct a needs assessment to identify capacity gaps of staff of the Gagauz People's Assembly supporting the work of GPA Committee:						10,000			10,000	
1.5.2 Provide training to staff of the People's Assembly based on identified needs and specific (legislative drafting, budget oversight) skills.						5,000	5,000		10,000	
1.5.3 Organize a study visit for senior staff of Gagauz People's Assembly Secretariat on service management and delivery							12,000		12,000	
1.5.4 Support of transfer of know-how and cooperation of staff from the national Parliament and staff of the Gagauz People's Assembly.						2,500	2,500	2,500	7,500	
1.5.5 Organize shadowing and internship scheme in Parliament of Moldova for members and staff of the Gagauz People's Assembly.					2,500	2,500	2,500	2,500	10,000	
1.5.6 Establishing platforms for ensuring GPA's transparency, responsiveness to constituencies and contacts with civil society – upgrading of the web-site to become interactive, a system for participation of CSOs representatives at the GPA's meetings and consultations and for regular meetings with population, etc.						10,000	5,000	5,000	20,000	
1.6 Programme advisory costs					26,000	52,000	52,000	52,000	182,000	
					Subtotal Output 1	101,000	366,500	285,500	122,000	875,000
Output 2: Members of the Parliament and Standing Committees have improved capacities to review and oversee policy implementation with a particular focus on policies related to the implementation of SDGs and of the EU integration agenda										
Result 2.1 Support the Parliament Secretariat to align organizational structure, internal procedures and work practice with the needs of the Members of the Parliament and Standing Committees' oversight work					20,000	77,000	83,000	25,000	205,000	
2.1.1 Update the Strategic Development Plan addressing the needs of the elected members and committees for quality support services related to oversight work on EU integration agenda						5,000		5,000	10,000	
2.1.2 Provide technical assistance to Parliament Secretariat and Office of the Speaker in the implementation of the Strategic Development Plan					10,000	30,000	30,000	10,000	80,000	
2.1.3 Conduct a mid-term review of implementation of the Strategic Development Plan.							20,000		20,000	
2.1.4 Capacity development for Secretariat and committee staff on conducting parliamentary research and analysis, including the preparation of evidence and data-based research for MPs, trainings, and internships.					5,000	10,000	10,000		25,000	

PLANNED ACTIVITIES	July 2016	2017	2018	2019	Planned Budget, USD					
					Funding Source					Total
					2016	2017	2018	2019	2016-2019	
2.1.5 Workshop on conducting parliamentary research and policy analysis, including the preparation of briefing notes for MPs					5,000	5,000			10,000	
2.1.6 Provide technical assistance to develop the services of the Secretariat, including the development of an in-house research institute.					20,000	10,000	10,000		40,000	
2.1.7 Provision of support for the digitalization of the parliamentary archive.					12,000	8,000			20,000	
Result 2.2 Enhance capacities of Standing Committees to effectively oversee implementation of laws and policies, in particular, related to SDGs and EU integration agenda with involvement of civil society and independent institutions.					15,000	120,500	110,500	5,000	251,000	
2.2.1 Technical assistance for developing the rules for establishing structural cooperation between the People's Advocates and the Parliament.					10,000	10,000	10,000	5,000	25,000	
2.2.2 Information seminar for committees, committee staff and staff of the Legal Department on best practices on interaction and oversight of independent institutions related to EU integration priorities					2,500	2,500			5,000	
2.2.3 Organize a conference on best practices on Parliament – independent institutions relations						20,000			20,000	
2.2.4 Seminar for members of Parliament and representatives of the Court of Accounts to discuss the way for an enhanced communication and cooperation and the appropriate follow-up mechanisms on the Court of Accounts' reports					5,000	5,000			10,000	
2.2.5 Workshop on investigative committees and parliamentary inquiries.					5,000	5,000			10,000	
2.2.6 Development of a handbook for committees on the methods of implementing oversight of implementation of laws.					20,000	5,000			25,000	
2.2.7 International seminar on sector monitoring the implementation of the AA and DCFTA with resource persons from other countries that recently signed an EU association agreement or recently joined the EU.					15,000				15,000	
2.2.8 Technical assistance to sectoral parliamentary working group on monitoring the implementation of the AA and DCFTA.					5,000	10,000	10,000		25,000	
2.2.9 Strengthening the skills for budget oversight with particular focus on the spending of EU budget support.						8,000	8,000		16,000	
2.2.10 Developing an IT solution for checking the compliance of national legislation towards EU AA/DCFTA.						15,000	15,000		30,000	
2.2.11 Development of an e-tool (portal) to increase the transparency of budget cycle and public finance management.						20,000	20,000		40,000	
2.2.12 Peer-to-peer exchange visits to learn first-hand about the experience with EU standards related to oversight practices of EU candidate and/or member states					10,000	10,000	10,000		30,000	
2.3 Strengthen the role of thematic cross-party groups (Women Platform, GOPAC Chapter and other) to oversee implementation of the gender and anti-corruption legislation					7,500	68,000	68,000	25,000	168,500	
2.3.1 Strengthen internal capacities of thematic cross-party groups to plan activities and effective public outreach						5,000	5,000		10,000	
2.3.2 Provide legal advice to support legal/policy initiatives of thematic cross-party groups related to SDGs and European integration agenda						5,000	5,000	5,000	15,000	
2.3.3 Develop capacities of the Women Platform to monitor and promote gender equality related aspects of legislation						5,000	5,000	5,000	15,000	
2.3.4 Support the Women Platform to monitor the implementation of recommendations from the EU integration agenda and SDGs commitments from the gender related lens						5,000	5,000	5,000	15,000	
2.3.5 Develop public awareness campaign of thematic cross-party groups of priority issues related to European integration agenda						8,000	8,000		8,000	
2.3.6 Expert review on the relation between the institute of MPs immunity and the possibility of prosecution on grounds of corruption					5,000	10,000	10,000	5,000	30,000	
2.3.7 Provide capacity development for GOPAC members on their roles and responsibilities					2,500	10,000	10,000	5,000	27,500	
2.3.8 Facilitate the dialogue between the GOPAC Secretariat and Parliament of Moldova in addressing rules and procedures to fully functionalise the chapter						10,000	10,000	10,000	20,000	
2.3.9 Joint-workshops with GOPAC HQ on Parliament's role in fighting corruption and support in the establishment of the Moldovan branch of GOPAC						10,000	10,000		20,000	
2.3.10 Assist the Members of the Parliament to become active participants in monitoring the implementation of anti-corruption legislation/policies as part of EU integration agenda						10,000	10,000		20,000	
2.4. Support the enhanced cooperation between the Parliament of Moldova and the Gagauz People's Assembly on overseeing the implementation of the country's reform agenda					12,000	44,500	39,500	35,500	131,500	
2.4.1 Reciprocal visits of members of Parliament with members of the People's Assembly of Gagauzia, and vice versa					2,500	2,500	2,500	2,500	10,000	
2.4.2 Training of the members of the People's Assembly on specific (legislative oversight, budget oversight) skills related to topics of EU integration agenda					2,500	5,000	5,000	5,000	17,500	
2.4.3 Ensure participation of MPs from Gagauz People's Assembly to capacity building events organized from MPs of the Parliament of Moldova					2,000	4,000	4,000		10,000	
2.4.4 Dialogues for members of Parliament and members of the People's Assembly of Gagauzia on overseeing the implementation of the AA and DCFTA at the local level						5,000	5,000	5,000	15,000	
2.4.5 Support the functioning of the Parliament of Moldova – Gagauz People's Assembly communication platform					5,000	10,000	10,000	10,000	35,000	

PLANNED ACTIVITIES	July 2016	2017	2018	2019	Planned Budget, USD					
					Funding Source					Total
					2016	2017	2018	2019	2016-2019	
2.4.6 Institutional assessment to assist the Parliament of Moldova in developing a viable platform based on stakeholders analysis and a clear roadmap for engagement with Transnistria on legislative level						10,000	5,000	5,000	20,000	
2.4.7 Facilitate administrative coordination and exchange of best practices from other European national parliaments in implementation of communication platforms with subnational legislative bodies						8,000	8,000	8,000	24,000	
2.6 Programme advisory costs						26,000	52,000	52,000	182,000	
						80,500	362,000	353,000	938,000	
						Subtotal Output 2				
Output 3: Parliament of Moldova has improved capacities to better engage with CSOs, media and citizens										
Result 3.1 Operationalize Parliament Information Management System (e-Parliament).						72,229	233,000	35,000	540,229	
3.1.1 Development of the Information Management System (IMS) modules (Committee work, Plenary Session, Parliament Secretariat internal processes, Citizen Participation/Engagement) based on the actual needs of the Parliament of Moldova, as well as on the best practice accumulated in Parliaments in other countries.						62,229	50,000	30,000	192,229	
3.1.2 Elaboration of SOPs for the implementation of the IMS, such as e-documents, paper and documents flow, digital signature, etc.						30,000	30,000		60,000	
3.1.3 Training of the MPs and parliament's staff on the use of the IMS.						25,000	25,000		50,000	
3.1.4 Strengthening capacity of the Parliament's ICT Department for the effective implementation, maintenance and upgrade, as necessary, of the IMS and e-Parliament system						5,000	25,000	5,000	60,000	
3.1.5 Seconding of parliamentary staff from other European parliaments to the Moldovan Parliament for 2 months to share expertise of and experience with managing and serving information requests by MPs.						5,000	10,000		25,000	
3.1.6 Conduct a comprehensive needs assessment on the current status of the Secretariat in managing information flows in a timely way and to meet expectations by members and constituents.							25,000		25,000	
3.1.7 Induction training of MPs in the use of the Intranet and how to effectively use the information and the Information Management System of the Parliament							5,000		5,000	
3.1.8 Workshop for MPs and their assistants on the creation and use of personal members' websites on the Parliament's server.							5,000		10,000	
3.1.9 Providing technical expertise to develop options for modernising the structure of the support services and procedures to collect, manage and provide data and information.							20,000		40,000	
3.1.10 Facilitating staff participation in international conferences on e-Parliament and ICT in Parliament.							43,000	0	73,000	
Result 3.2 Support Parliament Secretariat and Standing Committees to enhance institutional access and transparency to meet information demands of the civil society, media and citizens.						7,500	128,000	13,000	219,500	
3.2.1 Conduct an assessment of members of Parliament about their information needs within Parliament and develop options for members on how best to utilise information available at parliament for their day-to-day work							20,000		20,000	
3.2.2 Support CSOs in parliamentary monitoring activities							8,000	8,000	24,000	
3.2.3 Workshops for members of Parliament and staff on parliamentary transparency and accountability to discuss options and recommendations for increasing the transparency of parliamentary work						5,000	5,000		15,000	
3.2.4 Workshop with participation of international experts on implementation of Law of Access to Information							8,000		8,000	
3.2.5 Engagement of the MPs and staff into Open Data for Parliaments initiative, including making publicly available on the Parliament's website and in social media of individual profiles of MPs, transcripts of deliberations, individual MP votes, etc.							10,000		20,000	
3.2.6 Joint sessions for members of Parliament and civil society on the expectations for parliamentary transparency to develop processes on how to share information about committee deliberations and findings with the public and media						2,500	2,500	2,500	10,000	
3.2.7 Technical Assistance to Parliament on developing the procedures and SOP for parliamentary transparency and access to information in line with the Declaration on Parliamentary Openness							10,000		20,000	
3.2.8 Conduct study visits and exchanges of experiences on parliamentary transparency and parliamentary culture for legislators and staff in order to learn about lessons from other European parliaments. Attention will be given to equal opportunity for male and female participation.							10,000		20,000	
3.2.9 Organize regular Parliament Days with participation of MPs in local high schools							5,000		10,000	
3.2.10 Support the development of SOPs for organization of public events inside Parliament premises							20,000		20,000	
3.2.11 Facilitate open access to Parliament premises for organized groups of citizens and associations							2,500	2,500	7,500	

PLANNED ACTIVITIES	July 2016	2017	2018	2019	Planned Budget, USD					
					Funding Source					Total
					2016	2017	2018	2019	2016-2019	
3.2.12 Workshop for journalists and CSOs on how to access information from Parliament						10.000	10.000			20.000
3.2.13 Development of SOPs to define the timeframes for the preparation of proceedings and minutes and for guaranteeing the transparency of the recording process						25.000				25.000
Result 3.3 Enhance capacities of Members of the Parliament and Parliament Secretariat to enhance interaction with constituents in the regions						38.500	70.000	90.000	25.000	223.500
3.3.1 Support consultations of legislators with citizens and civil society organisations at the parliament building						3.000	3.000	3.000		9.000
3.3.2 Support for development of technical capacities of Parliament information and Visitor's Centre							8.000	8.000		16.000
3.3.3 Training for legislators, MPs personal assistants and committee staff on engaging through dialogue with civil society about representation, legislation and oversight							8.000	8.000		16.000
3.3.4 Organize annual Youth Parliament sessions							5.000	5.000		10.000
3.3.5 In collaboration with the Information Department, develop targeted educational programme and information materials for young citizens and school classes to introduce the young generation to the work of parliament and the democratic political system of Moldova							5.000	5.000		10.000
3.3.6 In cooperation with the Media Department, training of staff of members (councillors) to prepare press releases and manages the interaction of legislators with citizens							5.000	5.000		10.000
3.3.7 Support to developing procedures and technical skills on the usage of modern electronic communication instruments, like e-consultation on legislation, online discussions and social media							10.000	10.000		20.000
3.3.8 Conduct open data activities such as the release in machine readable format of information on individual profiles of MPs with the full information for an MP, parliament group, committee, data on the external consultants for each parliament entity, transcripts, individual MP votes, agendas coupled with support to civil society for utilizing the data, and production of visualization/analysis of MPs activities which is easily accessible by the general public						8.000	8.000	8.000	5.000	29.000
3.3.9 Continue training on communication and media relations for members of parliament with equal participation of male and female MPs, as well as newly elected MPs								20.000		20.000
3.3.10 Evaluate the implementation of the pilot phase of the Constituents' Offices activities						2.500	8.000	8.000		18.500
3.3.11 Provide further assistance to the four Parliamentary Constituent and Information Offices in the regions to organise public hearings and to document the interaction with and information of citizens						5.000	10.000	10.000		25.000
3.3.12 Support the four Parliamentary Constituent and Information Offices with information materials and in conducting road shows on the work of the Parliament, its members, and key policy areas discussed at committees						5.000	55.000	55.000	15.000	130.000
Result 3.4 Support Parliament Secretariat and Permanent Bureau to enhance public transparency through introduction of innovative tools on open budget initiative and public financial management						5.000	15.000			20.000
3.4.1 Develop a concept paper on how Parliament can utilize innovative tools in promoting greater public engagement							15.000	15.000	5.000	35.000
3.4.2 Provide expert support in developing public financial management platform for Parliament expenditures and state budget							5.000	5.000		10.000
3.4.3 Organize awareness rising for men and women on new tools for public transparency including on open budget initiative and public financial management							15.000	15.000		30.000
3.4.4 Develop a concept paper on how Parliament can utilize innovative tools in promoting greater public engagement							10.000	10.000		20.000
3.4.5 Support the Parliament of Moldova in developing 2 innovative tools for public consultations on parliamentary business							10.000	10.000		20.000
3.4.6 Support the Parliament of Moldova in organizing outreach activities to citizens, with particular emphasis on women, minorities and marginalized groups through social media, blogging, and hackathons							10.000	10.000	10.000	30.000
3.5 Programme advisory costs						26.000	52.000	52.000	52.000	182.000
						Subtotal Output 3	149.229	468.000	140.000	1.295.229
Output 4: Project Management										
4.1. Project Manager						13.200	26.400	26.400	26.400	92.400
4.2 Senior Project Officer						10.200	20.400	20.400	20.400	71.400
4.3 CO Cost recovery (NP- 10%, GS- 5%)						3.500	7.000	7.000	7.000	24.500
4.4 Project Procurement Associate						7.500	15.000	15.000	15.000	52.500
4.5 Project Finance Associate						7.500	15.000	15.000	15.000	52.500

PLANNED ACTIVITIES	July 2016	2017	2018	2019	Planned Budget, USD					
					Funding Source					Total
					SWE					
					2016	2017	2018	2019	2016-2019	
4.6 Project Assistant					6.000	12.000	12.000	12.000	42.000	
4.7 Driver/Clerk					5.000	10.000	10.000	10.000	35.000	
4.8 Travel					2.000	3.000	3.000	3.000	11.000	
4.9 Office costs					3.000	9.000	9.000	6.000	27.000	
4.3 Monitoring and reporting						25.000		25.000	50.000	
4.10. Equipment, stationary, vehicle					4.000	4.000	4.000	4.000	16.000	
					3.000	3.000	3.000	3.000	12.000	
						25.000			25.000	
					64.900	174.800	124.800	146.800	511.300	
					Subtotal Output 5					
					395.629	1.441.300	1.231.300	551.300	3.619.529	
Contingency 10%					39.563	144.130	123.130	55.130	361.953	
General Management Services (GMS) - 8%					34.815	126.834	108.354	48.514	318.519	
GRAND TOTAL					470.007	1.712.264	1.462.784	654.944	4.300.000	