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United Nations Development Programme

PROJECT DOCUMENT

Republic of Moldova

Project Title: Promoting agricultural development and quality employment for the most vulnerable
Project Number: 01004997
Implementing Partner: United Nations Development Programme
Start Date: 3 November 2025 **End Date:** 2 November 2028 **PAC Meeting date:** 22 September 2025

Brief Description

The Project aims to strengthen institutional and digital governance systems that support increased labour market participation and the modernization of agricultural service delivery for vulnerable rural populations in Moldova, with a particular focus on hard-to-employ individuals and farmers.
The Project targets two interrelated Outcomes:
As part of Outcome 1, people, especially the most vulnerable, benefit from more accessible and integrated employment social protection services enabled by digitally re-engineered institutional frameworks
As part of Outcome 2, farmers across Moldova, including smallholders and underrepresented groups, gain better access to efficient, inclusive, and transparent agricultural services through strengthened institutional and digital systems.
Under **Outcome 1,** activities will focus on improving access to a broader range of employment support services. To that end, a new Management Information System (MIS) will be designed to replace the outdated, non-interoperable systems currently used by the NEA. This new system will support better coordination within the NEA as well as integration with the Ministry of Labour and Social Protection's newly established eSocial platform. It will enable online access, automated job matching, client profiling, performance monitoring, and operationalization of a new integrated case management model linking employment and social protection services for vulnerable individuals. The system will also enhance readiness for linking with European Employment Services (EURES). The activities also envisage support to harnessing the potential of the new management information system to strengthen the capacity of the NEA to collect and analyze data to inform the development and budgeting of employment services and programmes, identify training needs, and forecast labour supply and demand at the national and local level. The NEA will also be supported through the new digital infrastructure in its task of producing data and analysis for performance management purposes, as well as to improve the modalities for communication and interaction with employers at the territorial level.

Under **Outcome 2**, targeted activities will be implemented to reinforce Moldova's efforts in establishing and managing the digital infrastructure required for the national-level implementation of the dNFR, as well as the institutional frameworks needed for future IACS components. The support is carefully designed to complement, rather than duplicate, the Government's commitments under the Reform Agenda and will be linked to ongoing interventions of the EU Agrifood Twinning project (which addresses sector monitoring, payment systems, and data governance), as well as the TAIEX facility and crop monitoring pilot conducted by the Ministry in partnership with the EU Joint Research Center. Focus areas include institutional capacity-building, strengthened interagency coordination, operational data systems, and inclusive mechanisms that enable the participation of smallholders, women agricultural entrepreneurs, and rural youth. Technical expertise will be mobilized through a combination of individual experts and institutional service providers, both national and international. The objective is to build internal capacities within MAFI, in a similar manner to the institutional support provided for the creation of the Digital Centre for Social Innovation within the Ministry of Labour and Social Protection, established with UNDP support. The approach will also draw on lessons learned from EU Member States and accession countries that have implemented comparable digital systems in agriculture.

Contributing Outcome (UNSDCF, CPD, RPD):

UNSDCF Outcome 1: By 2027, institutions deliver human rights, evidence-based and gender-responsive services for all with the focus on those who are left behind.

CPD Outcome 1: By 2027, institutions deliver human rights-based, evidence-informed and gender-responsive services for all with the focus on those who are left behind

Total resources required:	3,516,900 USD (equivalent of mln 3 EURO)	
Total resources allocated:		
	UNDP TRAC:	-
	Donor – European Union:	3,516,900 USD (equivalent of mln 3 EURO)
	Government:	-
	In-Kind:	-

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Indicative Output(s) with gender marker[1]: GEN2		
Output 1.1: GEN 1 **Output 1.2**: GEN 2 **Output 2.1:** GEN 1 **Output 2.2:** GEN 2	**Unfunded:**	-

Agreed by (signatures)[2]:

UNDP
DocuSigned by: Daniela Gasparikova DE7DB4C2DA724A5... **Daniela Gasparikova,** **UNDP Resident Representative**
Date: 3 November 2025

[1] The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

[2] Note: Adjust signatures as needed

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I. ACRONYMS

AIPA – Agency for Intervention and Payments in Agriculture
AMS – Area Monitoring System
ANSA – National Food Safety Agency
ATAS – Territorial Social Assistance Agency
CAP – Common Agricultural Policy
CNAS – National Office of Social Insurance
CPD – Country Programme Document
CSO – Civil Society Organization
DCSI – Digital Center for Social Innovation
DIM – Direct Implementation Modality
dNFR – digital National Farmers Registry
DTS – Digital Transformation Strategy
EAGF – European Agricultural Guarantee Fund
EAFRD – European Agricultural Fund for Rural Development
EC – European Commission
eSocial –Digital Platform for National Social Protection
EU – European Union
FSDN – Farm Sustainability Data Network
GAECs – Good Agricultural and Environmental Conditions
GoM – Government of the Republic of Moldova
HRBA – Human Rights-Based Approach
IACS – Integrated Administration and Control System
LPIS – Land Parcel Identification System
M&E – Monitoring and Evaluation
MAFI – Ministry of Agriculture and Food Industry
MEDD – Ministry of Economic Development and Digitalization
MLSP – Ministry of Labour and Social Protection
NEA – National Employment Agency
PSC – Project Steering Committee
RBMC – Results-based Management Cycle
RESTART – Reform of the Social Assistance System
SC – State Chancellery
SDG – Sustainable Development Goal
SNDAR – National Strategy of Agriculture and Rural Development
SMSR – Statutory Management Requirements
SSC/TrC – South-South Cooperation/Triangular Cooperation
STAS – Territorial Social Assistance Structures
TEA – Territorial Employment Agency
UNCT – United Nations Country Team
UNDP – United Nations Development Programme

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II. DEVELOPMENT CHALLENGE

National context

In 2025, the Republic of Moldova continues to navigate a challenging socioeconomic and geopolitical landscape. The country is transitioning from crisis response to longer-term resilience building, while its reform agenda - centered on economic modernization, energy transition, and governance strengthening - is being tested amid rising regional risks, growing public expectations, and constrained fiscal space.

Economic performance in 2024 was modest, with GDP growing by just 0.1% over the year. Weakened external demand and persistent supply-side disruptions—particularly in agriculture—contributed to this slowdown. While stabilizing food and energy prices helped bring inflation back to 5%, within the National Bank's target range, Moldova's fiscal deficit remained elevated at 5.1% of GDP, due to sustained social spending and public investment. As of January 2025, a sharp increase in electricity tariffs risks reigniting inflationary pressures and weakening household purchasing power—posing additional threats to economic stability and social cohesion.

The political landscape remains dynamic, shaped by the formal launch of EU accession negotiations in June 2024, the rollout of the €1.9 billion EU Growth Plan, and the approaching parliamentary elections in September 2025. While Moldova's 2030 EU membership target has mobilized reform momentum, political polarization and mixed public sentiment - 59% support for EU accession, up from 49% in 2023 - underscore the need for tangible, citizen-level improvements to sustain reform credibility.

Demographic decline and sustained emigration continue to pose structural challenges. The resident population fell by nearly 388,000 between the 2014 and 2024 censuses, representing a 14% drop. This overall decline masks a sharp rural–urban discrepancy: while the urban population increased by approximately 40,000, the rural population contracted by around 428,000.

Moldova faces deepening labour shortages, an aging workforce, and a shrinking tax base. These trends are mirrored in the findings of Moldova's national Multidimensional Poverty Index (MPI), which reveals that 27.5% of the population experiences overlapping deprivations across employment, education, living standards, and health.

Agriculture continues to be a central economic sector, employing over a fifth of the workforce and contributing around 12% of GDP. Including food processing, the agri-food sector accounts for 16% of GDP and 45% of total exports. Moldova's fertile land - 2.48 million hectares, of which 1.82 million are arable - supports diverse production and underpins the country's rural economy.

However, the sector remains characterized by a dual structure: large, competitive enterprises coexist with numerous small, low-productivity farms. Informality is widespread - in 2024, 56.3% of salaried workers in agriculture were employed without formal contracts, the highest share across all sectors.

Recent external shocks - including the war in Ukraine, increased input costs, and volatile global markets - have further exposed the sector's vulnerabilities. Farmer protests in 2023 and 2024 reflected mounting frustration with limited market access, financial strains, and competition from lower-cost regional products.

Digital modernization of public services in both employment and agriculture remains uneven. While reforms are underway - including the digital transformation of these sectors - key institutions continue to operate with fragmented data systems, weak interoperability, and limited analytical capacity. These gaps hinder policy implementation, reduce the effectiveness of subsidies and services, and limit the state's ability to engage the most vulnerable rural populations.

In this context, the proposed intervention is highly timely and relevant. By targeting labour market inclusion and agricultural modernization through digitally enabled service delivery, the project will directly support the Moldovan Government's Reform Agenda priorities under subdomains 4.3 (employment and labour market) and 1.7 (agriculture). It will also help operationalize the EU–Moldova Growth Plan by building institutional readiness, expanding access to tailored support for rural populations, and increasing the credibility and effectiveness of public policy.

UNDP's engagement is focused on integrated and inclusive approaches - linking social protection, employment, and agricultural services through modern digital infrastructure and case management.

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Building on successful past experience in managing energy vulnerability compensation and digital governance, this initiative is well-positioned to deliver scalable results that can be institutionalized and sustained beyond the project's duration. It will contribute to Moldova's broader objectives of fostering decent work, rural development, and sustainable EU-aligned transformation.
Moldova's development challenges underscore the importance of UNDP's engagement in supporting economic diversification, labour market inclusion, and sustainable agriculture. With a focus on energy security, inclusive economic growth, modern education, digital innovation, and green transition, UNDP Moldova continues to strengthen the country's resilience and supports its complex journey toward sustainable development and EU membership.

Labour market

The labour market in Moldova is characterized by three main features, namely (i) low participation rates; (ii) a high share of informal employment, and (iii) high rates of labour migration; all of which point to significant shortfalls in decent work opportunities for the working age population. Moreover, some groups which face particular difficulties in accessing employment, including young people from disadvantaged backgrounds, returning migrants, people with disabilities, residents of rural areas, and women engaged in care work for young children and refugees. There is also evidence of skills mismatch, with the more qualified or experienced members of the workforce leaving for better-paid jobs abroad, and local enterprises (as well as the public sector services) having trouble finding skilled workers at wages which they can afford to pay. In rural areas, agriculture remains the main source of employment, but the sector is associated with low wages, high levels of informality, and unprotected jobs.
The national labour force participation rate is strikingly low, at 44.5% of the population aged 15 years and over in 2024, and 54.6% for those aged 15-64 years. The employment rate for over 15-year-olds was 42.7% (45.9% for men and 40% for women) considerably below the 70,8% average in EU27, in 2024. Employment rates are even lower in rural areas compared to urban areas (37.8% compared to 49.6% for 15+ year olds in 2024), pointing to the stark rural-urban economic development discrepancies. Participation rates are particularly low for young people, and for women. The NEET rate of young people aged between 15 and 29 years was 21.9% in 2024, far more than 11% in the EU27 countries. Women in child-bearing age face the additional barrier of lack of affordable childcare facilities, and/or lack of flexible work hours. In 2023, circa 33% of children aged 0-3 years were in early childhood education institutions, with demand exceeding supply, particularly in urban centers. As a result, 2021 the employment rate of women aged 25-49 years who have at least one child up to the age of 3 was approximately 43% lower than that of women in the same age group without children of pre-school age. The employment rate of people with disabilities was just 17.5% in 2024. Reflecting the need for additional support for their economic inclusion, the Law no. 105/2018 on employment promotion expanded active labour market programmes targeting this group, including employer subsidies for hiring and for adapting workplaces to accommodate their needs.
Apart from the low participation rates, there are issues with the quality of many of the jobs on offer. This is reflected in the high shares of informal and precarious employment: the share of informal employment in total employment was estimated at 14.8% in 2024. Two-thirds of those working in the informal sector are men. In certain sectors, particularly agriculture, but also construction and the hospitality sector, the shares of informal employment are estimated to be particularly high. For example, it is estimated that 64% of jobs in agriculture are informal, and circa 81% of the informally employed in the country reside in rural areas. , [OBJ] Thus, for jobseekers, especially the more disadvantaged in the labour market, the challenge is not only finding employment but finding decent employment which can guarantee access to a fair wage, as well as social protection and worker rights.
Until 2022, the country was by and large a country of origine for labour migrants, losing circa 50,000 annually to migration. In reflection of this, national policies had a strong emphasis on promoting circular migration, return, and reintegration. Returning labour migrants have access to employment information support offered by the National Employment Agency (NEA), and measures have been taken to ensure validation of non-formal and informal skills acquired abroad. Due to war in Ukraine, Moldova has become a country of destination for circa 123,729 refugees in 2024, that amounted to

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up circa 4% of the country ‘s population. While the country has been widely praised for its response to the immediate humanitarian crisis, currently the focus has shifted to supporting their inclusion and integration. Refugees face significant barriers to decent employment, including care responsibilities, language gaps, skill mismatches, and low wages, resulting in a low employment rate of 46% and a high informality rate of 45%.
To summarize, the low participation rates coupled with low unemployment rates suggest that there is a lack of suitable employment openings and insufficient support for matching. For those seeking employment, many of the options are ‘low quality’, precarious, and associated with informality. Employment rates for certain categories are particularly low, and for others more tailored support is required to address the barriers hindering their formal employment. Against this background, it is essential that efforts are stepped up to improve labour market governance and modernize the institutions responsible for facilitating entry into the labour force, particularly for the more vulnerable sections of the workforce.

The National Employment Programme 2022-2026
The National Employment Programme for the period 2022-2026 has the overall objective of increasing labor force participation and stimulating productive employment and decent work for all. The Programme focuses on four key/ specific objectives. These include:
1) increase the participation rate of women aged 25-34 years by 4%, from 44% in 2021 to 48% in 2026. To achieve this, the programme envisages inter alia the development of alternative childcare services, which can help ensure the availability of affordable childcare services in all areas of the country (in congruence with the National Program on alternative childcare services for children 0-3 years old).
2) reduce informal employment from 22.9% of total employment in 2021 to 19% in 2026. Measures envisaged to achieve this objective include the reorganization of the State Labour Inspectorate, increasing incentives to facilitate transitions from the informal to the formal sector, improved regulation of non-standard forms of work, including seasonal activities of day laborers, and raising awareness of the negative effects of informal work.
3) increase the employment rate of people with disabilities from 13.5% in 2021 to 17.5% in 2026. This is to be achieved by improving the access of people with disabilities to active employment services and measures and establishing partnerships with non-governmental organizations and employers to implement measures to foster their economic inclusion, including by capitalizing on new technologies; and increasing society's awareness of the importance of integrating people with disabilities into society.
4) strengthening the institutional capacities of the National Employment Agency, making funding more efficient, digitizing and automating employment services and measures (‘Strengthening the institutional capacities of the National Employment Agency, streamlining financing and digitizing employment services and measures, increasing funding for the policy of active measures by 2026.’).

This Project focuses on support for the fourth objective, but indirectly also supports achievement of the first three objectives.

Labour market institutions
The MLSP has embarked on a series of reforms aimed at strengthening labour market governance and institutional capacity. These include reform of the State Labour Inspectorate (SLI); Reform of the National Employment Agency (NEA); and the Restart Reform of Social Assistance. All reforms are aimed at improving the design, management, delivery, and monitoring of social protection and employment schemes in order to make them more responsive to citizens’ needs (and indeed in some cases to be capable of proactively anticipating citizens’ needs); at reducing inefficiencies and improve cost-effectiveness; and making them more agile and responsive to shocks.
Within this context, there is a particular need for strong labour market governance and institutions to promote better functioning of the labour market, and in particular to help the more disadvantaged overcome barriers to their employment and – when possible - develop the profiles which can help fill gaps in the supply of specific skills. The Ministry of Labour and Social Protection (MLSP) and the National Employment Agency (NEA) are the main state institutions with the mandate to fulfil these

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functions. Since 2018 NEA has been going through a process of reform aimed at its transformation from an employment agency with a limited mandate (concentrated on matching jobseekers with available listed vacancies), to one which can take on the role of a more modern employment agency, able to interact with a range of public and private bodies to improve and monitor labour market functioning, and in particular to support the insertion of more disadvantaged jobseekers into the world of work. In this context, the NEA recognizes that it needs to improve its capacity to enable the employment of the more disadvantaged through the deployment of trained counsellors who can work on an individual case management basis with clients and ensure that they are referred to the correct mix of programmes and services – employment and social – which can support them and facilitate their entry to the labour market on a sustainable basis. It also recognizes that it has not been able to take advantage of the latest developments in digital hardware and software to improve its outreach and service offer, and that this represents a major brake to its modernization.

A new concept for reform of the NEA was developed in 2023, setting out a vision for further modernization of the agency. The reform aims at improving the way in which the agency delivers its services and at further expanding the offer of active labour market measures and employment services. It also envisages leveraging digitalization to make the services of the agency more accessible, registration processes simpler, and business processes more streamlined. In line with the National Employment Programme, a particular emphasis is placed on improving the capacity of the NEA to design and deliver tailored services for the hard-to-employ jobseekers on a case management basis, including for people with disabilities, adults with young children, young people, and those in receipt of low-income social assistance (Ajutor Social) or unemployment benefits. The reform also envisages improved communication and cooperation with employers, and the development of new performance management strategies.

Box 1. Strategic framework of the NEA reform programme

Specific objective 1: The NEA services and measures better target different categories of people.

i. The NEA registration procedure (registration for employment/registration as unemployed) is simplified and easily accessible (including online),
ii. NEA efficiently implements labour market integration (activation) programmes for the unemployed who receive social aid and unemployment benefits,
iii. NEA implements improved procedures for profiling and identifying the unemployed with the aim of engaging them in employment services and measures.

Specific objective 2: NEA provides qualitative employment services and measures, adjusted to the individual needs and categories.

i. NEA provides upgraded services adjusted to labour market demand,
ii. NEA provides more inclusive services and measures, adjusted to people with disabilities, parents with children, NEET young people,
iii. NEA plans medium-term (3-year) labour market interventions through services and active measures.

Specific objective 3: NEA provides more qualitative services, adjusted to the needs of employers.

i. NEA applies a proactive approach towards employers who notify them about their job vacancies,
ii. Improved communication between NEA and employers.

Specific objective 4: NEA institutional performance increased.

i. NEA applies performance management strategies,
ii. NEA has sufficient financial, human and technological resources to manage active measures programmes.

Previous evaluations, as well as interviews with MLSP and NEA staff, confirm that one of the major factors hindering progress with the implementation of the reforms is its outdated management information system (MIS). The system dates from 2003, and its design and technical characteristics mean that it has not been possible for the agency to adapt it gradually to new demands, services

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and ways of working. The two main platforms operated by the agency ('Jobless' for the registration of jobseeker and 'Angajat' for the registration of job vacancies) as well as another two databases/ platforms linked to specific programmes (migration and training), all have extremely limited interoperability - between themselves, with other information and databases within the MLSP, and with other external agencies. This creates numerous inefficiencies and means, for example, that the NEA cannot benefit from automation even in performing its most basic function of matching jobseekers with available vacancies. Limited digitalization and lack of interoperability also hinders its capacity to carry out automated profiling of clients. Lack of interoperability is also a major hindrance to introducing more integrated approaches to identifying and tackling barriers to employment for the more vulnerable. The existing system is limited in its ability for exchange with external databases, including those of the national statistical bureau and other Ministries, which inter alia limits its ability for analysis and forecasting as a basis for improving its service offer and impact. Territorial offices have limited staff, making it even more urgent that digitalization of administrative and other tasks can help free up time for interaction and case management of clients. A Labour Market Observatory was set up within the Agency in 2018, in order to work on labour market analyses, as well as carry out analysis to inform performance monitoring. However, the Observatory consists of only two staff members who suffer from the lack of digital tools to store, process, and analyze data. At present the staff are carrying out very time-consuming manual calculations using Excel.

The Restart Reform Programme of social assistance services

The MLSP launched the Restart Reform Programme in 2023. The main purpose of the reform is to re-centralize and re-instate national Ministry level control over the management and provision of local services. Responsibility for these had been devolved to the district level departments of social protection, who reported directly to the local executive authorities rather than to the national Ministry. This had resulted in a situation whereby there were considerable differences in the number and quality of services available at the local level, with residents in some of the 33 districts being unfairly penalized in terms of access. According to MLSP data, in districts like Dubasari, Ialoveni, and Cahul, only 1.5% of the population benefited from the "Ajutor Social" and APRA programs in the year 2022, while in other districts, such as Ocnita, Donduseni, or Soldanesti, the share goes up to 10% of the population, with no convincing reasons for such large disparities.

Moreover, the Ministry had very little information available – or even the authority - to carry out standardized performance management tasks, or simply to monitor the number of beneficiaries, and the range of services being delivered in each district. In 2023, the main focus of the reform effort was to push through changes in legislation to restructure institutional structures, managing and delivering local social services and establishing new reporting channels. As part of the reform, 10 territorial offices were created (ATAS), which represents an intermediate administrative layer between the local district level offices (STAS) and the national Ministry. The ATAS now carry out management, financial and supervisory functions; and a new department has been created within the Ministry to which the ATAS report.

The focus of the reform effort has now turned to the design and adoption of a concept for individual case management which should standardize the approach to case management and interaction of social workers with clients across all districts of the country. This involves adopting standardized procedures for registration, initial assessment, profiling, drawing up individual plans, and monitoring the implementation and the results of these plans. In parallel, work has begun on the drafting of new manuals and guidelines for staff, performance management, monitoring and evaluation; all of which are not yet automated and digitalized. However, the UNDP is currently poised – under its ongoing umbrella project on Digital Transformation of Social Protection - to provide support for the latter, and to ensure that the digital platforms used are compatible and interoperable with the eSocial digital platform developed for the Ministry to link up all of its back and front-end operations.

The challenge now is to ensure that the Restart concept of case management is not developed and implemented in a silo, and that in particular it accommodates beneficiaries of the country's main low-income social assistance cash benefit (Ajutor Social); and makes links to case management procedures currently used by the employment services. Beneficiaries of Ajutor Social (AS) are not currently managed on an individual case basis, but working age and able-bodied members of a

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household which qualifies for the AS benefit are automatically referred to the territorial office of the NEA as jobseekers, where profiling and individual support plans may be drawn up. In order to be more effective, it is important that links are made between the territorial office of the NEA, and the local social protection department (STAS-level) and the community social workers working under it; but also with other services – including those responsible for improving access to childcare and health-related services – at the district level. However, there is currently a lack of protocols and procedures and digital capacity to ensure that case managers across agencies dealing with the vulnerable are linked up; and a lack of digitalization to enable the linking-up, exchange of information, traceability, and shared supervision of all individual cases. The aim of the Digital Transformation of Social Protection Project is to address this and digitalized integrated case management is among the key instruments deployed through eSocial.

Integrated case management is one of the most widespread approaches to improving and making more effective the combined support of employment agencies and social protection offices to vulnerable individuals. The approach reflects the aspiration of the European Pillar of Social Rights for an integrated approach which can target the root causes of poverty and being out-of-work. It is a model which has been widely used in the EU countries over the past twenty years, although the approaches to implementation can vary significantly in accordance with the given country context and institutional capacity. The MLSP has made the finalization of a concept on integrated case management a priority for the Ministry's reform efforts in 2025.

From the institutional point of view, implementation of an integrated case management model which incorporates the employment services can substantively contribute to the success of the current reforms to increase the range of, and access to, employment and social protection services; and to the Ministry's efforts for creation of efficient governance structures, especially if these are all underpinned by the integration of information systems, policies and programmes and the consequent reduction in fragmentation, duplication and exclusion errors. All of these can improve the impact of the MLSP's services and programmes from the point of view of their end-clients but can also lead to a more efficient use of limited budget resources.

The "Ajutor Social" cash benefit programme

As noted above, working age members of households applying for the low-income cash benefit (AS) are obliged to register with the local office of the NEA. These in fact make up over 20% of the clients registered with the NEA. Changes to the eligibility criteria for AS were introduced in 2022. Since then, earnings from seasonal work undertaken by able-bodied members are no longer included in the total household income used to determine whether households are below the per capita income level to qualify for benefit receipt. However – in order to incentivize employment and reduce reliance on budget-financed cash benefits – if the household has able-bodied members who are registered as unemployed for longer than 6 months, the benefit amount is reduced initially by 20% (for months 7-9), and then by 40% (if registered for more than 10 months). A similar condition was also introduced for seasonal day laborers: if they are active (work) for less than 30 days in the first 6 months the benefit is reduced by 20%; and consequently by 40% if the able-bodied member is active for less than 45 days in the first 6 months of receipt of benefit.

Given the overall shortfalls in the supply of formal employment opportunities, especially in rural areas, the concern is that those relying on short-term precarious work – in particular seasonal agricultural work – may be excluded from income support with impacts not just on the able-bodied members but also other members of the household. This risk is heightened in light of the NEA's restricted ability to put in place parallel measures and services to ensure that this section of the workforce has access to linked-up employment and social services, and to joint supervision of their individual case, to ensure that the various barriers to their employment are effectively evaluated and addressed.

The legislation governing Ajutor Social was recently amended to envisage implementation of a case management approach for identifying and assessing the needs of beneficiaries and provide access to services that respond to their needs (Article 92, Law No. LP23/2024 dated February 15, 2024). Again, it will be important to ensure that the case managers working on social services, AS and employment services have the obligation and the means – including the digital tools – to implement integrated case management techniques.

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Agricultural governance

The institutional, administrative, and regulatory framework for agriculture in Moldova currently faces multiple structural, technological, and institutional challenges that limit the sector's potential to effectively integrate into international value chains, particularly those associated with the European Union. A key constraint is the lack of an operational and comprehensive digital National Farmers Register (dNFR), which hampers the identification, registration, and accurate monitoring of agricultural entities, farmers, and their activities. As a result, the government's capacity to manage agricultural subsidies effectively is limited, undermining both transparency and the efficiency of implemented measures.

In parallel, the sector has been increasingly exposed to compounding external shocks. Over the past years, Moldovan agriculture has been severely affected by natural disasters such as droughts, floods, and hail, resulting in substantial yield losses and disruptions to agricultural cycles. These have been further aggravated by the COVID-19 pandemic, the regional energy crisis, and the ongoing war in Ukraine – events that have strained supply chains, raised production costs, and reduced access to regional and international markets. The resulting volatility has significantly undermined the sector's resilience and highlighted the urgent need for more adaptive and data-informed governance systems.

In this context, digitalization is no longer a long-term aspiration but a short- and medium-term necessity. Accurate and up-to-date data is essential for the Ministry of Agriculture and Food Industry (MAFI) and the Agency for Intervention and Payments in Agriculture (AIPA) to plan and implement effective crisis response and recovery programmes, ensure subsidy accountability, and support sustainable farming transitions. While Moldova has initiated several digital agriculture initiatives in the past – including the Digital Agricultural Registry (DAR), the Vine and Wine Registry, and broader e-transformation efforts under national strategies – progress has been fragmented and constrained by weak system interoperability, limited institutional capacity, and the absence of an overarching integrated agricultural information system. Bridging these gaps is fundamental to building a resilient agricultural governance framework capable of meeting both EU accession standards and domestic development needs.

Another critical challenge concerns the non-functional status of the Land Parcel Identification System (LPIS), a key component for managing and controlling area-based subsidy payments in line with the EU's Common Agricultural Policy (CAP) practices. Without a functional LPIS, Moldova lacks a vital tool for accurately verifying land use claims and subsidy compliance, leaving the system vulnerable to inaccuracies and abuse. Although a pilot initiative has previously been conducted, comprehensive institutionalization and capacity strengthening have not yet been adequately addressed.

Additionally, the absence of clearly defined conditionality mechanisms – which would establish the legal management requirements for providing financial support – and strong sanctions for non-compliance further weaken administrative control and oversight. Currently, compliance checks are limited and fragmented, undermining the efficiency, transparency, and accountability of subsidy distribution. This situation increases the risk of misallocation of funds or their failure to encourage the adoption of sustainable farming practices.

Finally, capacity constraints within the Ministry of Agriculture and Food Industry (MAFI) and affiliated institutions, including the Agency for Intervention and Payments in Agriculture (AIPA), further complicate the administrative management of EU-aligned agricultural policies. These institutions require substantial investments in human capital development, regulatory framework improvement, and digitalization to effectively manage the complexity involved in implementing EU agricultural standards and promoting compliance among agricultural stakeholders.

The main objective of this reform is to strengthen the institutional, administrative, and regulatory agricultural framework of the Republic of Moldova to ensure greater compliance with EU standards, thereby facilitating the smoother integration of Moldovan agricultural enterprises into international value chains. This objective will be achieved through the operationalization of a comprehensive digital infrastructure, including the digital National Farmers Register and the Land Parcel Identification System, which are essential for administering, monitoring, and evaluating agricultural subsidies and policies aligned with the EU Common Agricultural Policy.

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The reform also aims to improve transparency, accountability, and compliance by establishing clear conditionality criteria and a robust monitoring and sanctioning mechanism. Such an approach will enhance the administration of subsidies, reduce misuse, and promote sustainable farming practices. The introduction of conditionality measures and strengthened monitoring capacity will ensure that Moldova's agricultural policies promote practices aligned with EU regulatory standards and sustainable environmental management, ultimately enabling better integration into international agricultural value chains.

In the framework of the Reform Agenda's subdomain 1.7), the Moldovan Government will implement a series of qualitative and quantitative measures to strengthen the agricultural administrative and regulatory framework, ensure alignment with EU standards, and enhance the transparency and efficiency of subsidy management and land use monitoring.

The successful implementation of this agricultural reform requires a phased and coordinated approach involving legislative changes, technical infrastructure development, capacity building, and institutional restructuring. First, the digital National Farmers Register will be developed as a comprehensive digital database containing detailed information on all subsidy beneficiaries. Farmers and agricultural enterprises will be required to provide updated and accurate information on farm size, type of production, and compliance with subsidy conditions, enabling transparent and efficient administration.

At the same time, operationalizing LPIS will involve extensive digital mapping of Moldova's agricultural parcels using high-resolution satellite imagery to accurately verify agricultural land claims. Integration with existing agricultural databases will facilitate interoperability, significantly improve verification processes and reducing administrative inefficiencies or misuse of public funds. Institutional strengthening is a critical component, with dedicated training provided to staff from MAFI, AIPA, and regional agencies on managing and effectively using these new digital tools. In addition, a conditionality mechanism will be established by clearly defining statutory management requirements and sanctioning mechanisms, ensuring compliance through rigorous monitoring. Ongoing training and capacity-building activities will be ensured to prepare institutions for these enhanced administrative functions.

The primary beneficiaries of this reform are agricultural producers in Moldova, who will benefit from clearer and more reliable subsidy processes and improved market access through better alignment with international standards. In addition, government institutions responsible for agricultural governance will benefit from enhanced operational capacities and increased credibility in managing subsidies.

Key stakeholders include the Ministry of Agriculture and Food Industry (MAFI), responsible for overall reform oversight and regulatory adjustments; the Agency for Intervention and Payments in Agriculture (AIPA), responsible for managing subsidies and monitoring compliance; IT technical service providers tasked with infrastructure development; EU and international partners providing expertise and technical resources; and agricultural cooperatives and associations, which will support dissemination, training, and compliance monitoring activities.

Strategic context for digital transformation of governance in Moldova

At the global level, UNDP's long-term vision is to create a world in which digital technology is an empowering force for people and the planet. Digital technology is recognized as a fundamental force for change in this century, reshaping economies, governments, and civil society, and influencing almost every aspect of development. The profound consequences and exponential pace of digital transformation demand both localized action and global leadership to reimagine development in a digital age.

In a rapidly evolving digital landscape, amplified by the challenges and opportunities presented by the pandemic and war in Ukraine, the urgency for digital transformation has been brought to the forefront. UNDP's Digital Strategy 2022–2025 prioritizes harnessing the potential of digital technology to accelerate progress toward the Sustainable Development Goals.

Recognizing this imperative, the Government of the Republic of Moldova, with UNDP's support, has embarked on an ambitious journey to harness the opportunities of the fourth industrial revolution. This initiative aims to transform public institutions and society through a holistic and inclusive approach, ensuring that the benefits of digitalization are widespread and sustainable.

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As a cornerstone of this effort, the Moldovan Government adopted the Digital Transformation Strategy for 2023–2030 (DTS), a forward-looking initiative developed with significant contributions from UNDP Moldova. The strategy underscores Moldova's commitment to digital innovation and a "whole-of-society" approach, ensuring inclusivity and sustainability in digital transformation. The DTS is aligned with global best practices and supports a range of objectives, including:

- expediting digital transformation across all sectors;
- integrating digital tools in public administration and the private sector;
- simplifying interactions between citizens and the state;
- addressing the digital divide and ensuring inclusive access to digital benefits;
- advancing the achievement of the SDGs.

This strategic direction is reflected across several key sectors. In agriculture, digital transformation is already advancing through the operationalization of pilot governance tools part of the Integrated Administration and Control System (IACS). With support from UNDP, the Ministry of Agriculture and Food Industry (MAFI) and the Agency for Intervention and Payments in Agriculture (AIPA) have launched the IACS implementation roadmap and piloted key systems that will underpin the future accreditation of Moldova's Paying Agency. These efforts are critical for meeting Chapter 11 requirements of the EU-Moldova negotiation process and are embedded in Moldova's broader digital public infrastructure framework.

In employment, the digital modernization of services is a priority for future action. UNDP is working with the Ministry of Labour and Social Protection and the National Employment Agency to advance the digital transformation of employment services, including the planned introduction of integrated case management systems, enhanced profiling tools for jobseekers, and strengthened labour market information systems, with a focus on improving accessibility and targeting for disadvantaged groups.

In the social protection area, digital transformation is progressing through the development of an integrated platform to unify Moldova's fragmented social protection systems. With UNDP support, the Ministry of Labour and Social Protection is consolidating 14 separate information systems into a single digital architecture to streamline access, reduce administrative burdens, and improve service quality. A Digital Center for Social Innovation within the Ministry is leading this process, ensuring system interoperability and standardized development. These efforts aim to create a citizen-centered, efficient, and transparent social protection system, aligned with EU approaches and Moldova's broader development priorities.

In the energy sector, pilot initiatives such as smart metering and energy sandboxes mechanisms are being implemented to promote digital innovation, support better resource management, and enhance the resilience and inclusiveness of Moldova's energy systems.

Closing the digital divide is another key priority. While most of Moldova's population has access to the internet and digital devices, the quality and affordability of access vary significantly across socio-economic groups, rural and urban areas, and genders. Despite Moldova having one of the lowest average costs of mobile data globally, last-mile connectivity challenges persist in rural areas. To address this, UNDP Moldova is equipping schools nationwide with modern digital equipment, supporting students, teachers, and school administrators in building essential digital skills. In collaboration its Partners, including the European Union, UNDP is helping future-proof Moldova's younger generations by advancing quality education and lifelong learning opportunities for all.

In parallel, Moldova is shifting from e-Governance towards a more comprehensive digital government model. With UNDP's support, national policies are evolving from reactive measures to proactive digital solutions that add new value, promote innovation, and reimagine public service delivery for the digital age. Advancing digital transformation also generates new opportunities to strengthen data-driven governance. Moldova's experience in using administrative data to deliver energy compensations, supported by UNDP through the Energy Vulnerability Reduction Fund (EVRF), demonstrated how digital tools can automate processes and improve the targeting and responsiveness of government interventions. Building on this experience, UNDP is supporting the development of a national Data Governance Framework to establish standards for how data are collected, processed, validated, and shared. This framework aims to ensure that data are accurate,

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secure, and interoperable, facilitating evidence-based policymaking in key sectors such as health, agriculture, social protection, and justice.
Through these combined efforts, Moldova is building a future-ready public sector that is more inclusive, transparent, and resilient, fully aligned with its sustainable development ambitions and European integration pathway.

III. STRATEGY

The Theory of Change underpinning this Project is based on the assumption that strengthening digital and institutional infrastructure in employment and agriculture will enable more inclusive, transparent, and effective public service delivery for vulnerable groups in rural Moldova. This includes hard-to-employ individuals (people with disabilities, ethnic minorities, refugees, survivors of GBV), low-income households, smallholders, rural youth, and women from these groups.

By investing in integrated case management, digital tools, governance systems, and inclusive outreach, the Project supports the transformation of employment services and agricultural support systems. This will help reduce barriers to labour market participation, formalize employment and agricultural activity, and improve the targeting, coordination, and delivery of public programmes in line with Moldova's EU accession agenda

The Theory of Change thus stands as follows:

IF, in the area of employment and labour market inclusion:

- public employment services have a modern, interoperable management information system in place, ensuring integration across internal and external databases;
- digital infrastructure enables seamless coordination between employment, social assistance, and other social services;
- new standard operating procedures and regulatory provisions are introduced to formalize collaboration between case workers in employment and social protection services;
- Job seekers/low-income individuals receiving social assistance are systematically referred to employment and social services through integrated case management;
- real-time data is generated for labour market analysis, forecasting, and policy planning;
- digital platforms allow for online monitoring and performance management of employment service staff and territorial offices

AND IF, in the area of agricultural digital transformation:

- public authorities are supported to roll out the digital National Farmers Register at national level, supported by clear procedures, governance mechanisms, and trained staff;
- simplified self-registration tools are developed to improve accessibility for smallholders and other vulnerable farmer groups;
- the system is integrated with national digital infrastructure and aligned with statistical data needs;
- inclusive outreach, advisory support, and feedback mechanisms are in place to ensure that farmers – including women and youth – can register and benefit from digital agricultural services;
- institutional planning is initiated for future components of the Integrated Administration and Control System, such as the Land Parcel Identification System and the Farm Sustainability Data Network;

THEN

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- employment services will deliver more accessible, responsive, and user-centered support, improving the experience and outcomes for jobseekers and employers;
- vulnerable individuals, including those receiving social assistance and benefits, will benefit from coordinated pathways into employment, with integrated services that address multiple barriers and reduce long-term dependence on passive assistance;
- public institutions responsible for employment will be equipped to use real-time data for strategic planning, policy making, performance monitoring, and service improvements;
- farmers, especially smallholders, women, and rural youth, will be able to register more easily and access agricultural support services that are transparent, inclusive, and digitally enabled;
- public authorities in the agriculture sector will have stronger systems, trained staff, and governance frameworks in place to manage subsidy programmes aligned with European Union pre-accession requirements;
- structural gaps in accessing decent work and agricultural services will be reduced, contributing to increased formal employment, reduced poverty, and improved resilience in rural areas.

BECAUSE

- integrated digital infrastructure enables institutions to deliver services more efficiently, consistently, and transparently across employment and agriculture sectors;
- interoperability between systems allows for coordinated, tailored support that reflects the full range of individual and household needs;
- formalized procedures, governance frameworks, and legal provisions ensure that institutional responsibilities are clearly defined and sustained beyond the life of the Project;
- data-driven approaches allow institutions to monitor performance, identify service gaps, and continuously adapt policies and delivery models to emerging needs;
- inclusive outreach, advisory support, and digital access tools are essential to ensure that disadvantaged groups – including rural people, people with disabilities, ethnic minorities, youth, and smallholders, including women from these groups – are not left behind in the digital transformation process;
- Moldova's commitment to European Union accession requires transparent, inclusive, and well-governed public systems that can manage labour market and agricultural reforms in line with EU standards.

Assumptions:

- The Government of Moldova maintains its commitment to the implementation of the Reform Agenda, including digitalization, public administration reform, and EU integration efforts.
- Legal and regulatory reforms required for digital interoperability, data exchange, and institutional collaboration are enacted in a timely and coordinated manner.
- Adequate technical support, staffing, and coordination mechanisms are sustained across the Ministry of Labour and Social Protection, the public employment services, the Ministry of Agriculture and Food Industry, and the Agency for Payments and Intervention in Agriculture.
- Target groups are meaningfully engaged and supported to access new systems through targeted measures such as digital literacy outreach and affordability of access.

Enablers

- UNDP's ongoing digital transformation portfolio in Moldova, including support to social protection, agriculture, energy, and public service delivery, provides a strong implementation platform.
- Established institutional partnerships with key public stakeholders and active engagement within Moldova's digital ecosystem facilitate coordinated delivery.

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- Availability of tested models and lessons learned from comparable contexts (with UNDP presence), as well as alignment with European Union good practices and standards, ensure a solid basis and pre-requisite for project implementation and delivery of envisaged outcomes.

In addition, the theory of change assumes that institutional capacity and political commitment to digital transformation remain strong, and that targeted support will overcome digital literacy gaps. Continuous feedback from users of both the employment and agricultural systems will inform iterative improvements throughout implementation, enabling adaptive management and strengthening sustainability beyond the project's lifetime.

As such, the Project will be implemented using strategic and operational approaches grounded in UNDP's experience and aligned with Moldova's structural reform priorities under the 2030 Agenda and the EU accession framework. Through implementation, the following principles will guide all interventions:

- **Alignment with the Sustainable Development Goals (SDGs) and EU Aquis:** All activities will contribute to SDG national targets achievement and EU accession priorities, with particular focus on SDG 1 (no poverty), SDG 5 (gender equality), SDG 8 (decent work and economic growth), SDG 10 (reduced inequalities), and SDG 16 (peace, justice, and strong institutions) SDG principles will inform the design, delivery, and monitoring of all interventions. At the same time, the Project will contribute to achieving the targets related to Chapter 19 on Employment and Social Policy and Chapter 11 dedicated to Agriculture and Rural Development of the EU association agenda.
- **Human Rights-Based Approach (HRBA):** The Action will uphold HRBA principles by promoting transparency, participation, accountability, and non-discrimination. All interventions will ensure that those facing intersecting vulnerabilities are meaningfully engaged in design and implementation processes.
- **Leave No One Behind (LNOB):** Particular attention will be paid to ensuring that disadvantaged groups – including migrants, refugees, rural populations, women, youth, and persons with disabilities – can access, use, and benefit from the systems, services, and opportunities supported through the Action.
- **Mainstreaming gender equality:** Gender-sensitive approaches will be systematically applied across all interventions. This includes ensuring equal participation of women and men, embedding gender-responsive service/systems' design and capacity building interventions, and generating sex-disaggregated data for monitoring and evaluation.
- **Promoting green and sustainable development:** Environmental sustainability and climate resilience will be embedded into institutional development, service design, and capacity-building, in line with Moldova's broader green transition agenda.

Theory of Change Diagram is included in Annex 3

IV. RESULTS AND PARTNERSHIPS

The overall objective of the Action is to strengthen institutional and digital governance systems that support increased labor market participation and the modernization of agricultural service delivery for vulnerable rural populations in Moldova, with a particular focus on hard-to-employ individuals and farmers.

Specific Objective 1: People, especially the most vulnerable, benefit from more accessible and integrated social protection services enabled by digitally re-engineered institutional frameworks

Specific Objective 2: Farmers across Moldova, including smallholders and underrepresented groups, gain better access to efficient, inclusive, and transparent agricultural services through strengthened institutional and digital systems

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KEY RESULTS

The Action aims to achieve the following Outputs:
Under Specific Objective 1:
Output 1.1: Digital infrastructure and tools are designed and made operational, enhancing the capacity of the National Employment Agency (NEA) to match job seekers with vacancies, improve client-orientation of its service offer, and ensure seamless linkages with other social benefits and services.
Output 1.2: The capacity of the NEA to facilitate labour market participation of women and vulnerable groups is strengthened through the introduction of integrated case management tools, as well as through enhanced business analytical capabilities

Under Specific Objective 2:
Output 2.1: Technical and institutional support is provided to MAFI and AIPA for the national-scale rollout of the digital National Farmers Register (dNFR), including refinement of procedures, internal governance frameworks, staffing, and training.
Output 2.2: Inclusive outreach and advisory mechanisms are established to support the equitable uptake of the dNFR, with a focus on enabling smallholders, women, and rural youth to access registration and benefit from digital agricultural services.

IMPLEMENTATION APPROACH AND INDICATIVE ACTIVITIES
Specific Objective 1: People, especially the most vulnerable, benefit from more accessible and integrated employment social protection services enabled by digitally re-engineered institutional frameworks

Under the first Specific Objective, MLSP and NEA will be assisted in reviewing and reconfiguring NEA's digital architecture through the development of a new Management Information System (MIS) to replace NEA's current outdated and non-interoperable systems. The new MIS will enhance internal coordination within the NEA and also enable integration with the MLSP' recently developed eSocial platform. The new system will support all NEA's core functions and daily operations, including beneficiary profiling, automated job matching, performance monitoring, and implementation of an integrated case management model for employment services and programs, ensuring inter-connection of employment and social protection services for vulnerable individuals. The new system will thus improve the Agency's capacity for 'matching' of jobseekers with available vacancies through an improved service offer but will also contribute to enhancing the access of the more vulnerable working age population to linked-up employment, social assistance and social services, which together can more effectively identify and address the specific mix of barriers to employment on an individual case management basis. The initiative will moreover support efforts to strengthen the NEA's capacity to collect and analyze data through harnessing digital solutions made possible through the introduction of the new MIS. This will increase the range and quality of the information available to inform people about the design and budgeting of employment programmes, identify skills and training needs, and forecast labour supply and demand at both national and local levels. The new digital infrastructure will also enhance the NEA's ability to produce data for performance management purposes and improve communication and engagement with employers across regions and economic sectors.

Output 1.1: ***Digital infrastructure and tools are designed and made operational, enhancing the capacity of the National Employment Agency (NEA) to match job seekers with vacancies, improve client-orientation of services, and ensure seamless linkages with other social benefits and services.***
Building on the lessons learned from the previous piecemeal attempts to digitalize isolated programmes or functions, the new MIS developed under this Action will from the start be linked to the umbrella eSocial platform being developed for MLSP (under the UNDP's Digital Transformation of Social Protection project), thus guaranteeing maximum interoperability and interchange with other

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databases and services within the Ministry. This will put the new MIS on a much more sustainable footing. Interchange will also be possible with those databases outside of the Ministry which are accessible through the national MCloud & MConnect platforms. This is particularly important, as fragmented actions by any one agency are likely to have a limited impact on the employability of individual clients. NEA staff need to have the tools, systems and protocols for speedy and effective coordination with different agencies responsible for different services, from the municipality level upwards (including but not limited to local administration, social protection and social insurance departments, education and training institutions, employers and business associations, trade unions and civil society organizations).
Activities under this output will provide the basis for providing job counsellors and social workers with access to the requisite information for delivery of more tailored support, which can enable individuals and their household members to progressively "graduate" from poverty and pursue a path to resilient and sustainable livelihoods. Integration of databases from relevant institutions will be ensured to foster a combined approach to the planning and delivery of linked-up employment and social services.

Activity 1.1.1. Review and update NEA's business process mapping and technical specifications to guide development of the new MIS
Building on the lessons learned from previous initiatives, the Action will review and update the NEA digital infrastructure assessment and business processes mapping (conducted by UNDP through previous projects), identifying priority functions for development, updating - or replacement, depending on the case - and formulating requirements for the new system's design. Building on this intelligence and learning from successful examples from countries in the region, (as well as the technical specifications elaborated with WB assistance in 2022), the Action will formulate a concept for the new MIS' configuration and related technical specifications. At the same time, this information will guide the project planning and implementation strategies. The new system will replace the five existing non-interoperable systems (Jobless, Angajat.md, Labour Migration Records, Labour Market Observatory, and Voucher for vocational training for the unemployed) and will ensure that links can be made with the recently created eSocial platform, thus enabling interoperability between all of the management information systems managed by the MLSP. The Action proposes adopting a modular approach for the MIS development that is compatible with the approach which has been successfully tested under UNDP's Digital Transformation of Social Protection project in the social protection sector. It envisages the creation of a core skeleton system to which modules can be gradually added. Consultations with the MLSP's and NEA staff at national and sub-national level will be held at all stages of the project, as well as stakeholders in the social assistance/Restart reform whenever relevant, to ensure ownership, uptake and alignment with the MLSP's development priorities.

Activity 1.1.2. Ensure relevant regulatory changes to support the digital transformation process of NEA
Experience has shown that digitalization efforts always require changes or adaptations to existing regulations and standard operations procedures, governing the Ministry's and NEA's work and mandate, and use of the information system. To that end, the Action will provide the necessary expertise and assistance to support MLSP and NEA staff in order to identify the legislative and regulatory changes required and ensure that these are appropriately drafted.

Activity 1.1.3. Provide assistance and technical support for NEA's information system development
IT experts will be engaged and will work for the duration of the Action under the aegis of the existing Development Unit hired under UNDP's Digital Transformation of Social Protection project. This approach will ensure that synergies are exploited, and that strategic decisions are agreed on from the start, and do not lead to future incompatibilities. All solutions will be discussed and endorsed by the relevant MLSP and NEA staff, and project's digital experts.
The new information system will allow greater online access for registration and other procedures; more efficient (automatic) matching of jobseekers with vacancies; transparent and standard

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methodologies for profiling of clients; monitoring and creation of dashboards to allow NEA and MLSP staff to better monitor the performance of employees and territorial offices, and the most impactful services. It will also allow operationalization of the integrated case management model (to be developed under Output 1.2 below). The project will apply human-centered and co-design approaches in designing the new MIS, to ensure that it meets the needs and exigencies of the users. To that end, the new system and digital tools will be tested/piloted in up to three regions/municipalities, before being deployed and applied nationwide. The MIS and related digital tools developed under this initiative will be institutionalized by NEA and MLSP, who will apply them nationwide in their daily activity, and ensure long-term maintenance beyond the project's lifespan.

Activity 1.1.4 NEA staff at national and territorial levels are trained in the uses of the new MIS and have the digital skills required to make optimum use of the new system

To ensure sustainability and proper utilization of the digital tools to be developed under the current Action, training materials, tutorials and instruction manuals will be prepared jointly by the dedicated IT experts and NEA staff members, in coordination with national experts from the Ministry's Digital Centre for Social Innovation.

A training plan will be developed, and training of NEA staff at national and territorial levels will be carried out in cooperation with the NEA and the Ministry's Digital Centre for Social Innovation. The envisaged capacity building support will target the entire pool of NEA staff, ensuring geographic, gender, and seniority representativity of participants in the training. This intervention will aim to equip NEA staff with the required digital skills to use the new MIS in their daily professional activity. At the same time, NEA's IT department, while closely engaged in the development processes, will be trained in ensuring the system's overall operability and functionality in the long term.

Output 1.2: ***The capacity of the NEA to facilitate labour market participation of vulnerable groups is strengthened through the introduction of integrated case management tools, as well as through enhanced business analytical capabilities***

Under this output a collaborative model of service provision will be developed, spanning the NEA and employment programs, social protection offices responsible for processing applications for low-income cash benefits (Ajutor Social), and those in charge of managing the delivery of social services. Initially, this service model will limit itself to covering the offices and services governed by the MLSP. However, in the future it may be expanded to include collaboration with other services delivered at the local level, for example health and education services.

Activities will include a review of existing protocols for job counsellors and social workers, and the development of new and/or updated protocols to guide interaction and data exchange between the two offices; guidelines and toolkits on integrated individual case management; training of NEA counsellors, staff of social protection office underpinning all of this with tailored digitalized tools and solutions. The activities envisaged below will be closely coordinated, and complementarity will be ensured with the priorities and developments under the Restart reform and Ajutor Social updates.

At the same time, Activities under this Output will also strengthen the capacity of the NEA to collect and analyze data to inform the development and prioritization of employment services and programmes, training needs, and forecasting the characteristics of labour demand at the national and local level. The NEA will also be supported in the task of producing data and analysis for performance management purposes

The project will apply gender-sensitive tagging, guided by an intersectionality lens, within the case management approach to enable tailored support for women with diverse needs, including GBV survivors, women with disabilities, single mothers, and those from minority groups or with caregiving responsibilities, women returning migrants, women from rural areas, etc. The system will also include gender-sensitive access controls, ensuring that personally identifiable data - especially of GBV survivors - to be accessed by authorized, specially trained female case workers.

Activity 1.2.1 Review and Further Development of the Ministry's Concept of Individual Case Management

Under this activity line, the Action will review the current concept of individual case management used by the employment services, as well as the one which has been developed as part of its Restart

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reform of social assistance. The team will also draw on the conclusions for rationalization and re-engineering arising from the mapping of business process of the NEA conducted by two national experts, as well as those arising from the WB's 2022 Functional Review of the NEA and other relevant documentation. On the basis of these reviews, recommendations will be made for the further development of the individual case management concept used for determining the type of employment support programs and services offered to individual clients. Furthermore, this will be complemented by the development of procedures to allow the joint management of individual cases by case managers of the social protection offices and those in the NEA, i.e. the introduction of an integrated case management approach. Identification of the relevant legislative and regulatory changes required for operationalization of the new integrated case management concept will be carried out and documented. The design of the collaborative model will ensure from the start that AS beneficiaries are included in the new integrated case management approach. All of the previous efforts by the MLSP in collaboration with its development partners to design and operationalize an individual case management approach, will provide the basis for an updated review of capabilities, competencies, procedures and workflows, level of digitalization, interoperability of different digital registries and current practices of inter-institutional collaboration. These in turn will provide the basis for improving the protocols within the NEA to guide internal work processes in an efficient and user-friendly manner, and those for collaboration with other external institutions.

Activity 1.2.2 Digital tools are designed and developed to underpin and operationalize the Integrated Case Management approach linking employment and social protection services

The Action will support the development of relevant digital solutions to enable implementation of the integrated case management concept. These solutions will be compatible with the digitalization efforts already underway in the MLSP, and where possible synergies will be exploited. The digital solutions developed will include applications to allow visualization of the current and past status of individuals' and households' participation in employment and social protection programmes. The action will draw on relevant examples from countries in Europe and the region to establish solutions tailored to the Moldovan context. At the same time, piloting of the integrated case management approach will be undertaken in up to three municipalities/regions, intentionally targeting vulnerable groups (such as women, PwD, hard to employ, elderly, NEETs, etc.), that will serve as evidence for finetuning the respective digital processes, before being applied nationwide.

Activity 1.2.3 Business Analytical Capacities of the National Employment Agency are enhanced to inform its service offer for vulnerable groups.

The MLSP and NEA will be assisted in improving their data collection and analysis functions using digital solutions. One of the important functions of NEA is to collect and analyze data to forecast the characteristics of labour demand at the national and local level. This data is used to inform and improve the service offer of the NEA and provide the basis for the development and prioritization of employment services and programmes as well as training needs. At present, the NEA relies on surveys conducted with private sector representatives and administrative data to monitor and forecast labour supply and demand. Simultaneously, a methodology for developing labour market territorial profiles has been developed and implemented. Under this activity, relevant NEA staff will be assisted in reviewing and implementing selected digital tools to improve data collection and storage, analysis, and visualization. Furthermore, they will be capacitated to use digital tools to access the data and develop employment and social profiles in order to inform their service offer and allow more complex analytical work to be undertaken. Moreover, a review of performance management practices currently being piloted will be carried out; and digitalization of the new system will be undertaken to allow real-time monitoring of the performance of territorial offices and staff members. Moreover, activities will also be undertaken to improve the modalities for communication and interaction with employers at the territorial level.

Specific Objective 2: Farmers across Moldova, including smallholders and underrepresented groups, gain better access to efficient, inclusive, and transparent agricultural services through strengthened institutional and digital systems

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This objective aims to strengthen the technical, institutional, and policy capacities of the Ministry of Agriculture and Food Industry (MAFI) and the Agency for Intervention and Payments in Agriculture (AIPA) to implement Moldova's agricultural digital transformation agenda in a coherent, inclusive, and EU-aligned manner. The immediate focus is on supporting the national-scale operationalization of the Digital National Farmers' Registry (dNFR) – a core component of the future Integrated Administration and Control System (IACS) – through technical assistance, capacity development, and inclusive engagement of the farming community.

The Action builds on a strong foundation established with UNDP support in 2024, which included the development and piloting of the dNFR, two nationwide rounds of field data collection covering over 20,000 farmers, the testing of artificial intelligence tools for land monitoring, the Government-approved IACS roadmap, and initial preparatory work on Land Parcel Identification System (LPIS) functionalities.

Under Specific Objective 2, targeted activities will be implemented to reinforce Moldova's efforts in establishing and managing the digital infrastructure required for the national-level implementation of the dNFR, as well as the institutional frameworks needed for future IACS components.

The support is carefully designed to complement, rather than duplicate, the Government's commitments under the Reform Agenda and will be linked to ongoing interventions of the EU Agrifood Twinning project[30] (which addresses sector monitoring, payment systems, and data governance), as well as the TAIEX facility and crop monitoring pilot conducted by the Ministry in partnership with the EU Joint Research Center[31].

Key areas of support will include institutional capacity-building, improved interagency coordination, enhanced data infrastructure, and inclusive outreach mechanisms to ensure the participation of smallholders, women agricultural entrepreneurs, and rural youth.

Technical expertise will be mobilized through a combination of individual experts and institutional service providers, both national and international. The objective is to build internal capacities within MAFI, in a similar manner to the institutional support provided for the creation of the Digital Centre for Social Innovation[32] within the Ministry of Labour and Social Protection, established with UNDP support. The approach will also draw on lessons learned from EU Member States and accession countries that have implemented comparable digital systems in agriculture.

Exploratory work on systems such as the Farm Sustainability Data Network (FSDN) may be scoped separately, subject to institutional priorities and donor coordination, as part of longer-term efforts to advance digital transformation and evidence-based policymaking in agriculture.

Beyond registration, data generated by the dNFR will inform evidence-based agricultural policies, subsidy targeting, and planning for future instruments such as climate-resilient financing and sustainability monitoring.

Output 2.1: *Technical and institutional support is provided to MAFI and AIPA for the national-scale rollout of the digital National Farmers Register (dNFR), including refinement of procedures, internal governance frameworks, staffing, and training*.

The focus of this output is to transition from the pilot phase of the dNFR to full operational readiness, beginning with prioritized regions and user groups and progressively expanding toward national coverage. Support will be delivered through embedded assistance to MAFI and AIPA, strengthening their institutional and technical capacity to manage and sustain the system.

Key areas of support will include co-designing the technical specifications and operational architecture of the registry, ensuring interoperability with public administration systems and relevant national registries. Fast, user-friendly self-registration tools will be developed to improve accessibility and encourage adoption among farmers.

In parallel, business processes, standard operating procedures, and internal governance mechanisms will be refined to support consistent and effective use of the dNFR. Capacity development will include targeted training for central and territorial staff, development of staffing plans, and practical guidance to facilitate day-to-day implementation.

This output will also contribute to ensuring compliance with national data protection and cybersecurity requirements, with particular attention to inclusion and accessibility. The registry will also capture gender-disaggregated data and enable gender-responsive analytics, that would inform reductions of administrative burden for women farmers and woman-headed households.

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All activities will be closely aligned with the Government's Reform Agenda commitments and implemented in coordination with the EU Agrifood Twinning project, TAIEX, and the crop monitoring pilot conducted with the EU Joint Research Center. This will ensure coherence with broader technical assistance efforts and reinforce national ownership of the IACS development process.

Activity 2.1.1: Provide hands-on operational assistance through the deployment of embedded development support to support the national rollout and local-level implementation of the Farmers' Registry.

This activity will deploy embedded technical expertise to work side by side with MAFI and AIPA teams, providing sustained operational support for the rollout and institutionalization of the digital National Farmers Register (dNFR) at both national and local levels. The embedded model is designed to enhance internal capabilities, ensure continuity across implementation phases, and facilitate institutional learning by doing, including through the establishment of a dedicated digital transformation unit within MAFI staffed by national IT developers working under the Ministry's IT department. This approach builds on a model successfully applied by UNDP in advancing digital governance in Moldova, with mechanisms embedded through phased staffing and recruitment by MAFI. The unit will be equipped with essential IT resources and, when needed, draw on targeted inputs from regional or international IT experts (e.g. from the UNDP Chief Digital Office) for specialized advisory.

The activity will also support the design, testing, and deployment of simplified self-registration tools to improve accessibility and ease of use for farmers. These tools will be co-designed with women user groups and will include assisted-registration pathways to enhance inclusion and accessibility.

In parallel, it will facilitate the integration of the dNFR with national e-Governance systems and strengthen the structure, consistency, and usability of registry data to support official agricultural statistics produced by the National Bureau of Statistics. These efforts are aimed at building a durable, interoperable system fully owned and maintained by national authorities.

Activity 2.1.2: Strengthen institutional readiness through targeted training, mentoring, and operational procedures for effective dNFR rollout and use

This activity will support the institutionalization of the dNFR through the development of clear internal procedures and the upskilling of staff across all implementing institutions. Targeted training programmes and operational guidance materials will be delivered to MAFI, AIPA, and ANSA staff at both central and local levels, with a focus on building long-term technical, operational, and administrative capacities to manage and sustain the system.

This activity will support the institutionalization of the dNFR through the development of clear internal procedures and the upskilling of staff across all implementing institutions. Targeted training programmes and operational guidance materials will be delivered to MAFI, AIPA, and ANSA staff at both central and local levels, with a focus on building long-term technical, operational, and administrative capacities to manage and sustain the system. The activity will also strengthen institutional readiness beyond the IT function by incorporating advisory on compliance with data protection standards and assistance in translating the IACS roadmap into practical implementation steps.

The activity will also involve a comprehensive review and revision of business processes, standard operating procedures, and internal workflows to align the day-to-day functioning of institutions with the new digital service delivery model. These improvements are intended to become part of regular institutional practices, reducing reliance on external support over time. National and international consultants will be engaged to deliver the training, mentoring, and operational support.

Activity 2.1.3: Strengthen data compliance and institutional planning for future IACS components

This activity will enhance the sustainability and credibility of the dNFR by ensuring full alignment with Moldova's national data protection and cybersecurity standards. It will include periodic compliance checks and tailored advisory support to institutional counterparts, aimed at strengthening internal safeguards and long-term risk management practices.

In addition, the activity will support MAFI and AIPA in translating the IACS roadmap into a phased implementation plan. This includes co-designing governance arrangements, legal responsibilities,

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and internal workflows for future modules such as the Land Parcel Identification System (LPIS). These planning efforts will be embedded within institutional strategies and will draw lessons from related initiatives, including the 2025 nationwide crop monitoring pilot conducted in partnership with the EU Joint Research Center.

Output 2.2: *Inclusive outreach and advisory mechanisms are established to support the equitable uptake of the dNFR, with a focus on enabling smallholders, women, and rural youth to access registration and benefit from digital agricultural services.*

This output aims to ensure that the Digital National Farmers Register is not only technically operational, but also inclusive, accessible, and effectively used by diverse categories of farmers. It addresses persistent barriers faced by smallholders, women, and rural youth in accessing digital platforms and public support programmes.

The Action will support the design and delivery of outreach and advisory mechanisms that promote inclusive farmer registration and enable active engagement with digital agricultural services. Special attention will be given to local implementation channels – such as agricultural producer associations – that can serve as trusted intermediaries. Communication campaigns, field-level advisory support, and user-friendly materials will be tailored to address the specific needs and usage realities of different farmer groups.

This output builds on the successful experience of UNDP in supporting the Ministry of Labour and Social Protection with the Energy Vulnerability Reduction Fund (EVRF), where over 45 percent of more than 750,000 annual applicants were reached through assisted digital registration. A similar model of localized, farmer-centered outreach will be deployed to maximize equitable uptake of the dNFR and ensure no one is left behind in the digital transition.

The project will introduce tailored gender-responsive training for outreach and advisory staff to ensure inclusive engagement with all farmers. The digital National Farmers Register will apply gender-sensitive tagging and adopt a service design that recognizes both men and women as landowners and as individuals managing (not necessarily owning) agricultural land, including woman-headed households. This inclusive approach will support accurate data collection, equitable representation, and the development of targeted services and financing opportunities that address the needs of both women and men.

All activities will be closely aligned with ongoing EU- and UNDP-supported initiatives in rural development and agricultural governance and will be coordinated with MAFI's broader institutional communication and extension efforts.

Activity 2.2.1: Deliver regional advisory and communication support to raise awareness and promote inclusive registration.

This activity will support the design and implementation of targeted communication campaigns and advisory assistance to raise awareness of the dNFR and encourage inclusive registration. National and local messaging will be developed in coordination with MAFI, tailored to the information needs and communication preferences of smallholders, women, and rural youth.

Field-level outreach will be implemented in close collaboration with agricultural producer associations and local development actors. These intermediaries will be equipped to act as facilitators, providing on-the-ground assistance to farmers in completing registration procedures, understanding the benefits of the registry, and engaging with digital services.

Drawing on UNDP experience in this field, the activity will emphasize practical, user-oriented messaging and hands-on guidance to overcome digital access barriers. All communication tools and registration modalities will be designed with inclusivity in mind – promoting accessibility for farmers with limited digital literacy or connectivity.

Activity 2.2.2: Establish a structured farmer engagement mechanism to support user-driven refinement of the digital National Farmers Registry

This activity will establish a feedback and engagement mechanism between MAFI, AIPA, and farmer groups to ensure that the dNFR system evolves in line with user needs and experiences. The mechanism will include the facilitation of a working group composed of representatives from different categories of farmers, including women-led farms, young producers, and smallholders.

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In parallel, digital literacy materials and communication products will be developed based on real feedback from users, ensuring that training and support materials are practical, accessible, and aligned with the daily realities of the farming community. These materials will serve both as educational tools and as inputs for continuous system improvement.
This structured approach to farmer engagement will ensure the sustainability and relevance of the dNFR, enhance trust in public agricultural services, and create space for co-creation and institutional responsiveness.

Resources Required to Achieve the Expected Results

The project budget details the financial resources needed for assistance, expected outcomes, as well as project management and quality assurance. The overall budget of the Project is 3,000,000 EURO equivalent in USD 3,516,900 to be financed by the European Union Delegation.

A detailed Multi-Year Work Plan (MYWP) accompanies this document, providing a phased financial breakdown that aligns resources with implementation stages, expected expenditures, and targeted results. The MYWP will be reviewed and updated regularly to reflect evolving priorities, ensure cost-effectiveness, and guarantee that all core activities – including capacity-building, policy support, and digital infrastructure modernization – remain fully funded and on track.

Where appropriate, UNDP will explore additional resource mobilization opportunities in coordination with the donor and other development partners to expand the project's reach and sustainability.

Given the project's scope and multi-sectoral nature, implementation will be supported by a dedicated project team with the technical, operational, and coordination capacity to deliver across both outcomes. This team will be complemented by national and international experts and specialized service providers engaged under appropriate contractual modalities to achieve the planned results.

To ensure cost-effectiveness and synergies, the project will leverage UNDP's existing structures and initiatives:

- Project assurance and oversight will be provided through established mechanisms of the UNDP Moldova Country Office, ensuring compliance with corporate standards.
- Operational support will cover essential costs such as office space, utilities, furniture, equipment, software, maintenance, and communication services required for smooth implementation.
- Wherever possible, activities will build on and coordinate with ongoing UNDP and partner initiatives in governance, digital transformation, and public sector reform to avoid duplication and enhance impact.

Partnerships

Part of this initiative, UNDP contributes to the digital transformation of the employment and agricultural sectors with a focus on inclusion, local service delivery, and alignment with national digital governance frameworks. This includes support for rural women's participation, labour market inclusion of underserved communities, and institutional development support.

The Project is designed to establish an extensive and inclusive network of collaborations with significant national and international stakeholders. These partnerships will be grounded in mutual trust, aligned objectives, and robust coordination.
The Project will engage closely with national entities—including MLSP, NEA, MAIA, and AIPA—as primary beneficiaries to achieve its established objectives and to reinforce both national ownership

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and the sustainability of outcomes. It will leverage and further strengthen the effective partnerships previously developed by UNDP with these institutions.

Partnerships, coordination with projects and interventions in the targeted sectors, supported by other development partners (UNICEF, GIZ, ILO, WB, etc.) will be sought to ensure synergies in achieving system wide transformation.

At the same time, UNDP will engage in already established coordination platforms to ensure adequate coordination, complementarity and partnership building with other ongoing donor supported initiatives in the employment and agriculture sectors.

In the area of *employment and social protection,* UNDP will engage with the following most recent and active coordination platforms:

- UN Interagency Group on Social Protection
- Thematic working groups run by MLSP on RESTART reform, Ajutor Social (cash benefit for the low-income), alternative childcare services, NEA and SLI reforms.
- Protection and Solutions and Inclusion working groups under the Refugee Coordination Forum of the Ukrainian Situation in Moldova, co-chaired by MLSP alongside UN Agencies (UNHCR, UNDP, UNICEF and WFP), covering issues related to social assistance and services, social insurance, employment and economic empowerment of refugees.

In the *agricultural sector,* the project will seek to create meaningful partnerships and complementarity with other development partners are contributing to the transformation of Moldova's agricultural sector, such as Estonia and the Netherlands, World Bank, IFAD, FAO and GIZ.

The proposed Project complements ongoing interventions by focusing on practical implementation at the subnational level, strengthening linkages between digital agriculture and rural employment, and ensuring that national reforms translate into accessible, user-centered services. Coordination with all relevant actors will be maintained through existing national platforms and working groups to promote complementarity and avoid overlap.

Risks and Assumptions

The successful implementation of the Project depends on a variety of institutional, political, technical, and social factors. Recognizing that digital transformation and integrated service delivery reforms involve specific and often cross-cutting risks, a proactive and adaptive risk management approach will be applied throughout the Project's lifecycle.

This approach will entail early identification, continuous monitoring, and mitigation of potential risks that could affect implementation or compromise long-term results. Special attention will be given to political and economic volatility, institutional capacities, legal and data governance, inter-agency collaboration, and the engagement of vulnerable groups. The Project will remain flexible and responsive, working closely with national stakeholders to manage and adjust risk mitigation strategies in real time.

Risk title	Description	Risk level **(H/M/L)**	Mitigation measures
Political and economic instability	Changes in political leadership due to upcoming electoral	**M**	The Project will adopt a modular and scalable approach (e.g. microservices) to ensure adaptability. A strong focus on

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	cycles or economic downturns could disrupt continuity or delay institutional engagement.		institutional ownership and internalization of functions (via DCSI, MAFI, AIPA, NEA, MLSP) will help insulate implementation from external volatility. An apolitical implementation approach will be maintained, emphasizing the added value and impact of project outcomes.
Skill gaps and human resource limitations	Gaps in technical and managerial skills may delay design and adoption or limit sustainability of digital systems.	**M**	Tailored training, long-term mentoring, and partnerships with educational institutions and digital innovation centers (e.g. DCSI) will support in-house capacity building. Emphasis will be placed on skill transfer rather than short-term outsourcing.
Data security and privacy concerns	Processing sensitive employment, social protection, and agricultural data poses risks of breaches or non-compliance with privacy regulations.	**L**	The Project will ensure full compliance with national and EU-aligned data protection standards, utilize secure government-managed infrastructure (e.g. governmental cloud), and integrate security-by-design in all system architecture. Continuous monitoring will be embedded.
Legal and regulatory challenges	Out-dated or misaligned legal frameworks may hinder digital innovation, subsidy management, or integrated services.	**M**	The Project will support legal and policy advisory work to align the regulatory environment with evolving digital governance needs. Legal reviews and policy dialogue with national institutions will be held recurrently.
Resistance to change and low adoption rates	Resistance from staff or end-users, due to low digital literacy, habit, or lack of trust, may limit system uptake.	**M**	A comprehensive approach will be applied, including targeted change management, early engagement, participatory design, communication campaigns, and digital skills development. User feedback loops will guide system refinements.
Insufficient inter-institutional coordination	Weak collaboration between key actors may lead to fragmented services or duplicated efforts.	**M**	The Project will develop shared protocols, strengthen integrated case management, and ensure interoperability between systems to facilitate seamless coordination. Joint governance arrangements will be considered.
Limited engagement	Smallholders, rural youth, women, and disadvantaged	**M**	Inclusive outreach strategies, user-tailored support, co-designed literacy programmes, and the establishment of

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of target groups	populations may face barriers in accessing or using digital services.		structured feedback mechanisms (e.g. working groups) will ensure uptake and system responsiveness.
Financial sustainability risks	Insufficient future budget allocations may undermine system maintenance or scaling.	**L**	The Project will support costed sustainability plans, advocate for public budget allocations, and ensure that operational models are realistic and adapted to national resource constraints.
Assumptions:			
▪ **Continued commitment from national institutions and stakeholders to implement agreed reforms and collaborate throughout the Project.** ▪ **Availability of counterpart staff and resources to ensure institutional engagement and in-kind contribution.** ▪ **Maintenance of peace and public order in Moldova to allow uninterrupted implementation of project activities.**			

Stakeholder Engagement

The project will target the following key stakeholders as the intended and **direct beneficiaries** of the project:

- **National Government:** Line ministries directly in charge of the employment and agricultural sectors – Ministry of Labour and Social Protection and Ministry of Agriculture and Food Industry, and their subordinated bodies – NEA and AIPA and their territorial offices, are the direct beneficiaries of this project. The project will engage the respective ministries to ensure strategic alignment with development priorities and EU integration agenda, ensure long-term ownership of and relevance of project results. At the same time, the project will engage with the NEA and the AIPA on technical and operational level and ensure their close involvement in the project activities and outputs, build internal capacities and relevant institutional frameworks, take over and institutionalize the digital products to be produced by the project, ensure their long-term maintenance and applicability within their nation-wide networks. Through such an approach, the project will build existing government-led systems, enhance institutional ownership, and will promote ownership and long-term sustainability.

Final beneficiaries/potentially affected groups include:

- *Vulnerable and hard-to-employ individuals and their households, particularly in rural areas*.
These groups, particularly – women (specifically women with children under 6, single mothers, women with children with disabilities, women survivors of GBV), people with disabilities, youth, returned migrants, Roma people, refugees, including women from these groups, will be targeted particularly through the interventions planned within the first component focused on the employment sector, whereby the capacity of the National Employment Agency to provide better quality employment services will be enhanced leveraging the potential of digitalization. With the implementation of an advanced, efficient, and integrated digital system, NEA will be better positioned to extend targeted support to promote labour market inclusion among the most disadvantaged groups—particularly those who are hard to employ, as well as women and youth from rural areas. Activities related to this component will provide the technical capacity and basis for job counsellors to access necessary information to support the provision of tailored assistance through integrated

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case management. This approach aims to help individuals and their household members work toward exiting poverty and pursuing stable livelihoods. These target groups will be engaged and participate in co-designing the digital tools by conducting test-piloting exercises, thereby ensuring the resulting tools are both user-friendly and efficient.

- *Farmers and agricultural producers, with a focus on smallholders, women, and youth*
  The project will strengthen institutional capacity and develop inclusive outreach mechanisms to ensure equitable access to digital agricultural services. To overcome barriers to registration and digital adoption, the project will deliver tailored outreach and field-level advisory services, supported by gender-responsive training for extension and advisory staff. The digital National Farmers Register (dNFR) will apply gender-sensitive tagging and adopt a service design that recognizes both men and women as landowners and as individuals managing (not necessarily owning) agricultural land, including woman-headed households. Farmers will also be engaged through a continuous feedback and engagement mechanism between MAFI, AIPA, and farmer groups to ensure that the dNFR evolves according to user experiences and emerging needs. Data generated by the dNFR will support more targeted and transparent agricultural policies and subsidy schemes, contributing to improved resilience and sustainable livelihoods.

Intermediary/ other potentially affected groups:
Workers and specialists working in the social protection area, and other public institutions involved in the integrated case management (for the first Outcome related interventions) – this group will be targeted and affected indirectly by the project, given their involvement into the integrated case management approach. This component will build capacity and provide information to public sector representatives, aiming to improve collaboration with job counsellors in integrated case management and ensure employment referrals for the vulnerable groups targeted by the project (mentioned in the section above).
Farmers' associations, including women-led associations, and local authorities (under the second outcome-related interventions) – by engaging trusted intermediaries such as agricultural producers' associations and local authorities, the project will strengthen inclusive outreach and advisory mechanisms to facilitate equitable access to the Digital National Farmers' Register (dNFR) and other digital agricultural services. These partners will act as key facilitators for farmer registration, digital access, and user support, particularly for smallholders, women, and rural youth. The project will support them through targeted communication campaigns, field-level advisory assistance, and tailored training-of-trainers (ToT) programmes designed to build digital literacy and ensure the dNFR's broad and effective uptake across rural communities.

South-South and Triangular Cooperation (SSC/TrC)[3]

South-South and Triangular Cooperation (SSC/TrC) will be an integral part of the project, serving both as a mechanism for knowledge transfer and as a platform for showcasing Moldova's experience to other countries undergoing similar transformations.
On the receiving end, SSC/TrC will enable the project to draw on best international practices and lessons learned from EU member states and accession countries in the design and implementation of advanced digital tools for the public sector. This will include:

- Peer-to-peer learning and knowledge exchange with public institutions from countries such as Romania, Lithuania, and others, particularly in the development of integrated information management systems for public employment services;
- Study visits, peer reviews, and access to top-level expertise to strengthen national capacities and ensure compliance with EU standards in digital service delivery;
- Adoption of tested EU approaches to ensure interoperability with EURES and ESCO in the employment context and alignment with Common Agricultural Policy (CAP) and Integrated Administration and Control System (IACS) requirements in agriculture.

[3] *Please see Considerations for South-South and Triangular Cooperation Design, Implementation, and Documentation.*

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On the sharing end, the project will document and promote Moldova's experience and good practices in digital governance, institutional capacity-building, and inclusive service delivery. Moldova's experience will be presented through regional platforms, international fora, conferences, and peer networks, contributing to the humanitarian-development-peace nexus and supporting other countries in adopting similar solutions.
SSC/TrC will thus serve as both a capacity-building tool and a multiplier of results, ensuring that Moldova benefits from international expertise while simultaneously contributing to global knowledge sharing in the fields of digital transformation, employment services, and agricultural governance.

Digital Solutions[4]

Digital solutions are embedded into the foundation of this project, driving the development of a future-ready public sector that is more inclusive, transparent, and resilient, and fully aligned with its sustainable development goals and European integration ambitions. By harnessing technology and data, the Action will ensure that institutions can deliver more efficient, citizen-centered services while meeting EU compliance standards and international good practice.

More specifically, the Action will focus on:

- **Advancing innovation and digital transformation:** Anchored in the national Digital Transformation Strategy (2023–2030), the Action will promote the use of innovative digital tools and platforms to modernize service delivery in employment, social protection, and agriculture, ensuring public services are efficient, inclusive, and citizen-centered. Compliance with UNDP's digital standards and data principles will be ensured throughout project implementation timeframe.
- **Building on existing foundations:** The Action will leverage and expand ongoing reform processes, including the eSocial platform, the Digital Transformation of Social Protection project, the digital National Farmers Register (dNFR), and the early-stage development of the Land Parcel Identification System (LPIS). This will ensure synergy and complementarity with ongoing efforts supported by other development partners.
- **Integrated and systems-strengthening approach:** The Action will support institutional, procedural and digital strengthening within the National Employment Agency, Ministry of Labour and Social Protection, Ministry of Agriculture and Food Industry, and the Agency for Intervention and Payments in Agriculture. It will ensure coherence with national reform priorities, including the National Employment Program, RESTART reform, and the National Strategy for agriculture and rural development, while reinforcing ownership and long-term replicability. All solutions will be developed in line with EU requirements, ensuring alignment with EURES/ ESCO classifications and requirements, as well as with CAP and IACS regulations, thereby securing compliance with the European digital ecosystem.
- **Sequenced implementation, agile management, and quality assurance:** Activities will follow a logical sequence to ensure coherence across digitalization, institutional strengthening, capacity development, and policy support. The Action will apply agile management approaches, focusing on flexibility, adaptability, iterative and incremental improvement processes, particularly to ensure the successful development of digital solutions. A robust quality assurance mechanism will be applied throughout implementation to foster accountability, track results, and maximize impact.
- **Leveraging government digital infrastructure**. The Project will make best use of Moldova's existing digital infrastructure, including M-Connect for interoperability, M-Pass and M-Sign for secure authentication, M-Cloud for hosting, and national data exchange platforms. This will reduce duplication, strengthen cross-sectoral data use, and ensure sustainable integration of new solutions into the state digital ecosystem.

Knowledge

The project will place strong emphasis on knowledge generation and dissemination as key enablers of institutional capacity, ownership, and sustainability. A comprehensive set of knowledge products

[4] *Please see the Guideline "Embedding Digital in Project Design".*

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will be developed to accompany the rollout of digital tools such as the integrated information management system for the National Employment Agency (NEA) and the digital National Farmers Register (dNFR).

These products will include training toolkits, step-by-step tutorials, user manuals, and systems documentation designed to equip end-users with the knowledge and confidence to operate, maintain, and continuously adapt the digital systems. All materials will be tailored to the specific needs and digital literacy levels of their target users – from central ministries and local offices to farmers and jobseekers – and written in accessible language to promote widespread uptake. By combining practical guidance with user-centered design, the knowledge resources will help ensure the long-term usability, institutional integration, and sustainability of the tools well beyond the project's duration.

Complementing these efforts, the project will implement a comprehensive communication and visibility strategy aimed at increasing public understanding, stakeholder engagement, and recognition of the European Union's contribution. Communication will not only inform but also inspire confidence in the reforms supported by the project, building a shared sense of ownership among institutions, service providers, and beneficiaries.

A dedicated Communications Analyst will lead the design and implementation of communication and visibility activities, ensuring they are strategically aligned with project objectives, responsive to diverse audiences, and compliant with UNDP and EU visibility requirements. All communication efforts will serve multiple purposes: to raise awareness of new digital services, to share progress and results with partners, and to highlight the impact of digital transformation on people's lives.

A wide range of tools and channels will be deployed to achieve these goals, including:

- Media engagement to provide broad coverage of project milestones and support advocacy for inclusive and transparent governance;
- Human-interest stories and feature articles to illustrate the tangible benefits for individuals, families, and communities, while showcasing the EU's support and UNDP's partnership role;
- Public events and outreach activities to mark key achievements, share knowledge, and foster dialogue among stakeholders;
- Digital platforms and social media to disseminate updates, multimedia content, and data-driven insights to online audiences;
- Visibility materials – printed, digital, and audiovisual – developed in line with FAFA and EU General Conditions, ensuring consistent branding and recognition of partners.

All communication and knowledge activities will be coordinated closely with the EU Delegation and aligned with the Action's strategic objectives, reinforcing transparency, participation, and trust in the reforms. By coupling evidence-based communication with accessible knowledge products, the project will create a strong feedback loop that enhances learning, accelerates adoption, and positions Moldova as an emerging example of inclusive, EU-aligned digital transformation.

Sustainability and Scaling Up

Ensuring the sustainability of the Project's results is a core priority and will be embedded throughout implementation. Sustainability will be pursued across institutional, financial, operational, and strategic dimensions, with a clear focus on reinforcing national ownership, embedding capacities within government institutions, and ensuring long-term system functionality and scale-up.

Financial sustainability will be pursued through dialogue with public authorities on the integration of system maintenance and operating costs into medium-term budgetary frameworks. The Project will support the development of costed sustainability plans, explore long-term ICT service delivery models, and advocate for dedicated budget allocations to ensure predictable financing for digital infrastructure and service continuity.

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Operational sustainability will be supported by the deployment of modular and interoperable digital systems that are integrated into Moldova's e-governance infrastructure. Systems such as the management information system for employment, the digital National Farmers Register, and the Land Parcel Identification System will be developed using scalable and standards-compliant architecture to ensure long-term operability, adaptability, and compliance with national cybersecurity and data protection regulations.

Strategic sustainability will be ensured through alignment with national reform priorities and policy frameworks. The Project will contribute to the institutionalization of integrated digital services by supporting relevant regulatory developments and embedding project-supported systems within broader reforms such as the RESTART initiative in social protection, the IACS roadmap in agriculture, and the Digital Transformation Strategy 2023–2030.

Institutional sustainability and exist strategy will be promoted through structured capacity transfer to key government counterparts: the Ministry of Labour and Social Protection, the National Employment Agency, the Ministry of Agriculture and Food Industry, and the Agency for Intervention and Payments in Agriculture. The Project will work closely with the Digital Center for Social Innovation under the Ministry of Labour and the ICT departments within MAFI and AIPA to transition responsibilities from project-supported teams to permanent institutional staff. This will be supported through targeted training, mentoring, and knowledge transfer plans to ensure that technical and managerial competencies are embedded at all levels. The project aims to boost ***system resilience*** by enhancing the digital, human, and institutional capacities of key actors, helping Moldova better address future socio-economic shocks, climate risks, and challenges related to energy and demographics.

By applying a ***participatory and adaptive approach,*** aligning with ongoing reforms, co-designing project interventions together with the direct beneficiaries, the Project is designed to ensure that the systems, tools, and institutional capacities it develops will be fully owned, maintained, and further expanded by the Government of Moldova beyond the Project's duration.

The scalability of project results - will be enabled by promoting a replicable digital transformation model that strengthens both institutional back-end functions and citizen-facing services. Lessons learned from agriculture and employment components may inform similar reforms in other sectors or countries.

V. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project is designed to deliver maximum results with available resources by building upon existing institutional systems and digital infrastructure, rather than creating parallel structures. Using a theory of change approach, the intervention focuses on targeted, high-impact activities such as the digitalization of employment and agricultural services, which simultaneously strengthen institutional capacity, improve service delivery, and reduce transaction costs.

At the same time, to ensure higher impact on available resources, the Project will look for synergies with existing initiatives within UNDP and development partners. Additionally, the Project will maintain a strong emphasis on coordination with other stakeholders, ensuring that activities are complementary rather than duplicative. Consultations with key public authorities, other donors and financing entities will be conducted throughout the implementation in combination with required adaptive management, thereby seeking to ensure the most cost-effective and results oriented use of the Donor's resources assigned for the Project. The Project will focus on delivering the results

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that can be replicated in future interventions. When feasible, it will take advantage of established Long-Term Agreements (LTAs) for goods and services within the UN Moldova Country Office, providing a cost-effective mechanism for procurement. These arrangements will reduce procurement costs and improve the efficiency of Project implementation.

A portfolio management approach will leverage synergies with ongoing UNDP and partner initiatives in governance, digital transformation, and EU integration, ensuring efficient use of resources and shared learning. Timely coordination, synchronization and monitoring with government counterparts and EU-funded programmes (such as the Agrifood Twinning project and TAIEX) will further enhance cost-effectiveness.

This approach - centered on institutional strengthening, interoperability, and inclusive digital solutions - reflects lessons learned from similar UNDP-supported reforms in Moldova's social protection and agricultural sectors and represents the most efficient and sustainable pathway to achieving the intended outcomes.

Project Management

UNDP Country Office in Moldova (UNDP CO) will be the Implementing Partner of this project and will be responsible for producing outputs and use of resources. The implementation and monitoring of project activities will be carried out by UNDP in accordance with its applicable regulations, rules, directives and procedures. UNDP Moldova will assume the overall management responsibility and accountability for project administration, including organizing implementation of Project activities, procurement of goods and services, recruitment of Project personnel and national and international consultants, connecting to national and international expertise and knowledge networks, and the quality assurance, ensuring the timely and expedient implementation of Project activities, including the provision of continuous feedback and information sharing among stakeholders.

The project will be carried out under a Direct Implementation Modality (DIM). The donor – the EU Delegation to Moldova will be closely involved and consulted with regards to any decisions taken in the framework of the programme.

For the activities of the Project, a multi-stakeholder approach will be followed to ensure wide participation and consensus. The main counterparts of this Project will be governmental stakeholders including representatives of the MLSP, NEA, MAFI, and AIPA.

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., to ensure the timely and expedient implementation of project activities, including the provision of continuous feedback and information sharing among stakeholders.
The management of the programme will be performed on behalf of UNDP through a project team.
UNDP Project management structure will include staff carrying out various forms of tasks including technical assistance, administration, and management. The tasks listed in the Description of the Action undertaken by staff assigned to the project team are directly attributable to the implementation of the Action. The Project team will comprise full-time dedicated staff and part-time specialized staff to technically contribute to various project components and activities. The part-time specialized staff will be charged for the time spent directly attributable to the implementation of the Action.

1. **Project Manager -** responsible for the overall effective and efficient project management of the entire project, through a range of actions contributing to the design, planning, management and monitoring of project activities. At the same time, the project manager will

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ensure the efficient coordination of Outcome 1 (Component 1) activities. The costs for this position will be charged 100% to the project budget.

2. **Project Analyst/Agriculture -** responsible for effective and efficient coordination of Outcome 2 (Component 2), through a range of actions contributing to the design, planning, management and monitoring of project activities under the respective component. The costs for this position will be charged 100% to the project budget.
3. **Communication Analyst –** responsible for ensuring the fulfilment of the communication and visibility activities related to the project and for preparation, implementation and oversight of the Communication and Visibility activities of the project and assuring that all activities including the outreach and awareness-raising activities adhere to and are fully aligned with the EU visibility requirements. This position will be charged 30% of the project budget.
4. **Project Associate -** responsible for assisting in organization of administrative processes for project needs and providing support to office maintenance. The Project Associate will be charged 100% of the project budget.

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

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

Segregation of duties and control ensure that risks are mitigated and managed and provides clear accountability and appropriate management arrangements.

Expertise of international and national consultants (short and long term) will be sought to advise and support the implementation, as required.

During the project implementation, synergies, and linkages with other ongoing projects in relevant areas implemented by UN agencies will be maintained and strengthened.
The project management team will ensure results-based project management and successful implementation of the project within the 36-month programme period, close monitoring and evaluation of project progress, observance of procedures, transparency and efficient use of funds, quality of works, and involvement of local and regional stakeholders and beneficiary communities in the decision-making processes.

Financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Financial Regulations, Rules, and Directives of UNDP. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.

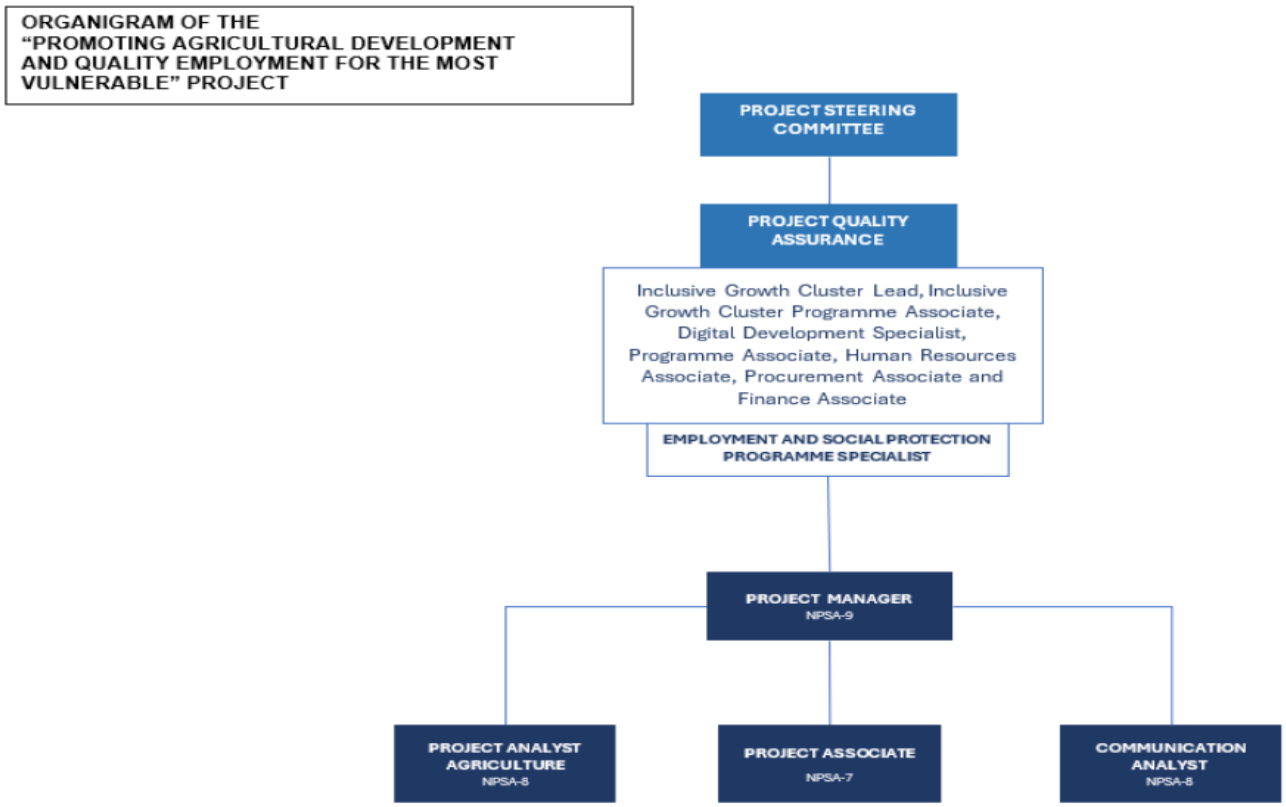
UNDP's other project office costs that will be incurred as a direct consequence of the implementation of this Project and can be traced and attributed directly to its management and execution, are foreseen as follows:

- Travel costs for staff and other persons directly assigned to the operations of the project office;

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- UNDP costs of IT equipment, computers, network equipment, IT spare parts and supplies, software, furniture, etc.;
- Costs for the UNDP office (office rent, facilities and supplies to ensure the functionality and operability of the Project);
- Other UNDP costs including press trips, conferences, workshops, public events (services for transportation of journalists and participants, catering, meeting room rent, rent of audio equipment, translation and interpretation), visibility actions and evaluation costs;
- Financial transactions and financial statements might be subject to the internal and external evaluation procedures laid down in the Financial Regulations, Rules and Directives of the UNDP;
- Provisions for staff costs (Inclusive Growth Cluster Lead, Digital Development Specialist, Programme Associate, Procurement Associate, Finance Associate, and Human Resources Associate) will be charged based on the actual time spent on the implementation of this specific project.

During the project implementation, synergies and linkages with other ongoing projects, in particular in the areas of digitalization, employment, social protection, agriculture implemented by UNDP and UN agencies will be maintained and strengthened. The project management team will ensure results-based project management and successful implementation of the project within the action duration, close monitoring and evaluation of project progress, observance of procedures, transparency and efficient use of funds, quality of works, and involvement of beneficiaries in the decision-making processes.



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VI. RESULTS FRAMEWORK[5]

Intended Outcome as stated in the UNSDCF/Republic of Moldova Programme Results and Resource Framework: Outcome 1: By 2027, institutions deliver human rights, evidence-based and gender-responsive services for all with the focus on those who are left behind.

Outcome indicators as stated in the Country Programme Document for the Republic of Moldova/ Results and Resources Framework, including baseline and targets:
Outcome 1: By 2027, institutions deliver human rights-based, evidence-informed and gender-responsive services for all with the focus on those who are left behind

Applicable Output(s) from the UNDP Strategic Plan:
Related Strategic Plan (2022-2025) Outcome 2. No one left behind centering on equitable access to opportunities and a rights-based approach to human agency and human development.
Strategic Objective on Effective Governance (2026-2029 Strategic Plan)

Project title and Quantum Project Number: Promoting Agricultural Development and Quality Employment for the Most Vulnerable / 01004997

EXPECTED OUTCOMES	OUTCOME INDICATORS	DATA SOURCE	BASELINE						DATA COLLECTION AND RISKS
			Value	Year	Y I	Y II	Y III	FINAL	
Outcome 1: People, especially the most vulnerable, benefit from more accessible and integrated employment social protection services enabled by digitally re-engineered institutional frameworks	**O1.** Institutionalization of an integrated MIS NEA that improves operational efficiency of NEA	Annual Project report	Four disparate NEA IT systems exist, which are neither fully interoperable among themselves nor with other public databases	2024	Technical specifications are developed for the NEA MIS, based on an assessment of business processes and national legislation	NEA MIS is partially developed, through a modular approach	NEA MIS is fully developed and test-piloted in up to 3 districts	NEA MIS is fully operational and used by regional and national-level NEA staff	**Data collection:** - Project reports - UN/UNDP data - Administrative statistical data of the MLSP, NEA, MAFI and AIPA **Assumptions:** A1 - The Government of Moldova maintains its commitment to the implementation of the Reform Agenda, including digitalization, public administration reform, and EU integration efforts. A2 - Legal and regulatory reforms required for digital interoperability, data exchange, and institutional collaboration are enacted in a timely and coordinated manner. A3 - Adequate technical support, staffing, and coordination mechanisms are sustained across the Ministry of
Outcome 2 Farmers across Moldova, including smallholders and underrepresented groups, gain better access to efficient, inclusive, and transparent agricultural services through	**O2.** MAFI has the institutional structure and operational capacity to lead and sustain the digital	Annual Project report	No formal internal coordination mechanism for inclusive digital agriculture services; fragmented implementation capacities; pilot	2024	Institutional structure within MAFI for digital transformation is defined and approved, including mandate, terms of reference, and	National Initial staffing and external support mobilized; priority functions and	Internal coordination mechanisms strengthened; structure contributes to implementation of digital transformation priorities in	MAFI has in place the institutional capacity, internal procedures, and human resources to lead, implement,	

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

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EXPECTED OUTCOMES	OUTCOME INDICATORS	DATA SOURCE	BASELINE						DATA COLLECTION AND RISKS
			Value	Year	Y I	Y II	Y III	FINAL	
strengthened institutional and digital systems.	transformation of agricultural service delivery, with a focus on inclusivity and alignment with EU standards.		systems in place but not institutionally integrated		coordination arrangements	workstreams initiated under the approved structure	selected functional areas	and sustain digital transformation of agricultural services at national level, in alignment with EU best practices and regulatory frameworks.	Labour and Social Protection, the National Employment Agency, the Ministry of Agriculture and Food Industry, and the Agency for Payments and Intervention in Agriculture. A4 - Target groups are meaningfully engaged and supported to access new systems through targeted measures such as digital literacy outreach and affordability of access. **Risks:** R1: Political and economic instability R2: Skill gaps and human resource limitations R3: Data security and privacy concerns R4: Legal and regulatory challenges R5: Resistance to change and low adoption rates R6: Insufficient inter-institutional coordination R7: Limited engagement of target groups R8: Financial sustainability risks

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EXPECTED OUTPUTS	OUTPUTS INDICATORS	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
Output 1.1 Digital infrastructure and tools are designed and made operational, enhancing the capacity of the NEA to match job seekers with vacancies, improve client-oriented registration and service procedures, and ensure seamless linkages with other social benefits and services	**O1.1.1** Technical specifications for NEA MIS developed	Annual Project report	Existing ToR from WB (2022) in need of reviewing	2025	Existing business process mapping and ToR are reviewed and updated	-	-	Existing business process mapping and ToR are reviewed and updated	UNDP project reports NEA reports Risks: • Difficulty in accessing necessary data • Low technical skills and managerial limitation of project beneficiaries (MLSP, NEA)
	O1.1.2 Legal framework adjusted for the development and launch of NEA MIS	Annual Project report	Not in place	2025	The current legal framework is assessed to reveal possible needs for adjustment to NEA MIS digital processes	-	The necessary legislative and regulatory changes are made to accommodate the introduction of new NEA MIS	The necessary legislative and regulatory changes are made to accommodate the introduction of new NEA MIS	UNDP project reports MLSP and NEA reports and internal regulations Risks: • Legal and regulatory framework may hinder innovation • Insufficient inter-institutional coordination • Prolonged coordination and consultation process

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EXPECTED OUTPUTS	OUTPUTS INDICATORS	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
	O1.1.3 Availability of NEA MIS	Annual Project report	Outdated, fragmented and obsolete system in place	2025	No	Test-piloted in up to three regions, partially available	Reengineered NEA MIS available and used by all NEA staff, nationwide	Reengineered NEA MIS available and used by all NEA staff, nationwide	UNDP project reports NEA and MLSP reports Risks: • Legacy interoperability and data-quality issues across registries/systems. • Outages of core platforms (e.g., MPass, MSign, MConnect, MCloud) • Data security breaches • Delays in UNDP's procurement process
	O1.1.4 Number of NEA staff equipped to use NEA MIS	Annual Project report	0	2025	0	60 (all national level NEA staff + a sample of territorial level NEA staff), including at least 60% women	217 (all national level NEA staff + all territorial level NEA staff), trained to use the new MIS, including at least 90% women	217 (all national level NEA staff + all territorial level NEA staff), trained to use the new MIS, including at least 90% women	UNDP project reports List of participants Post training assessment Risks: • Low technical skills and capacity of NEA staff • Resistance to change by NEA staff/end-users

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EXPECTED OUTPUTS	OUTPUTS INDICATORS	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
Output 1.2. The capacity of the NEA to facilitate labour market participation of women and vulnerable groups is strengthened through the introduction of integrated case management tools and procedures linking employment and social assistance, as well as through enhanced business analytical capabilities	**O1.2.1** Concept of Case Management adapted to employment services	Annual Project report	Existing draft Concept of Case Management for employment and social services, no digital solution in place	2025	The Concept of Case Management for employment services is reviewed from a digitalization perspective	The concept of Integrated Case Management for designed for digitalization		The Concept of Integrated Case Management designed for digitalization	UNDP project reports NEA reports Risks • Low technical skills and capacity of NEA staff
	O1.2.2 Digital tools operationalizing integrated case management developed	Annual Project report	-	2025	Technical specifications for integrated case management designed	Digital solutions for integrated case management designed and tested	Digital solution for integrated case management designed and integrated in MIS	Digital solution for integrated case management designed and integrated in MIS	UNDP project reports NEA reports Risks: • Resistance to change by NEA staff/end-users • Data security breaches
	O1.2.3 Business Analytical capacities of NEA are enhanced	Annual Project report	-	2025	Review of current needs, business processes, databases conducted	Business analytics digital solutions and tested	Business analytics digital solution in place	Business analytics digital solution in place	UNDP project reports NEA reports, labour market forecast Risks: • Low technical skills and/or resistance to change of NEA staff

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EXPECTED OUTPUTS	OUTPUTS INDICATORS	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
									• Resistance to change
Output 2.1. Technical and institutional support is provided to MAFI and AIPA for the national-scale rollout of the digital National Farmers Register (dNFR), including refinement of procedures, internal governance frameworks, staffing, and training	**O2.1.1** Institutional technical capacity of MAFI and AIPA enhanced to lead the operational rollout and sustainable management of core dNFR functionalities	Annual Project report MAFI and AIPA reports	Limited internal capacity	2025	Technical roadmap agreed and two embedded experts deployed	Self-registration functionality operational and co-managed by IT teams (MAFI and 3 embedded experts)	Core dNFR functions managed internally	A dedicated center or unit for digital transformation is operationalized within MAFI, equipped to manage and sustain dNFR functionalities as part of the broader agricultural digital transformation agenda.	UNDP project reports MAFI and AIPA reports Risks: • Low technical skills and/or resistance to change of beneficiary institution • Limited financial sustainability
	O2.1.2 Number of central and local level staff benefiting from targeted training, mentoring, and operational procedures for effective dNFR rollout and use	Annual Project report	35 staff trained (of which at least 40% women)	2025	35 staff trained (of which at least 40% women)	35 staff trained (additionally) (of which at least 40% women)	At least 105 central and local level staff from MAFI and AIPA (of which at least 40% women) are equipped with the skills, tools, and operational procedures required to manage the dNFR registration and usage process,	At least 105 central and local level staff from MAFI and AIPA (of which at least 40% women) are equipped with the skills, tools, and operational procedures required to manage the dNFR registration and usage process, ensuring its integration into the Ministry's regular service delivery functions.	UNDP project reports List of Participants Post-training assessment Risks: • Low technical skills and/or resistance to change of beneficiary staff • Limited engagement of target groups

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EXPECTED OUTPUTS	OUTPUTS INDICATORS	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
							ensuring its integration into the Ministry's regular service delivery functions.		
	O2.1.3 Data compliance measures and institutional planning frameworks developed to enable phased implementation of future dNFR modules	Annual Project report MAFI and AIPA reports	IACS roadmap approved	2025	Institutional planning initiated	TOR and legal framework for LPIS developed and endorsed	Institutional mandates, workflows, and safeguards for LPIS and AMIS embedded in MAFI strategy and aligned with IACS roadmap	Institutional mandates, workflows, and safeguards for LPIS and AMIS embedded in MAFI strategy and aligned with IACS roadmap	UNDP project reports MAFI and AIPA reports Risks: • Insufficient inter-institutional coordination • Prolonged coordination and consultation process • Legal and regulatory challenges
Output 2.2. Inclusive outreach and advisory mechanisms are established to support the equitable uptake of the dNFR, with a focus on enabling smallholders, women, and rural youth to access registration and benefit from digital agricultural services.	**O2.2.1** Number of agricultural producer associations and local actors actively supporting inclusive dNFR registration in coordination with MAFI	Annual Project report	0	2025	2 associations/ local actors engaged	4 associations/ local actors engaged	At least 6 producer associations and/or local actors are actively engaged across all regions, supporting inclusive dNFR registration efforts in	At least 6 producer associations and/or local actors are actively engaged across all regions, supporting inclusive dNFR registration efforts in close coordination with MAFI	UNDP project reports • Limited engagement of target groups • Resistance to change and low adoption rates • Skill gaps and human resource limitations

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EXPECTED OUTPUTS	OUTPUTS INDICATORS	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
							close coordination with MAFI		
	O2.2.2 Share of dNFR registrations completed via self-registration, informed by feedback from an institutionalized farmer engagement mechanism	Annual Project report MAFI and AIPA reports	Self-registration not used (0%)	2025	0% (engagement mechanism in design phase)	25% of new registrations completed via self-registration and adjustments made based on user feedback	At least 35% of all new dNFR registrations are completed via self-registration, enabled by iterative system improvements informed through institutionalized farmer feedback mechanisms.	At least 35% of all new dNFR registrations are completed via self-registration, enabled by iterative system improvements informed through institutionalized farmer feedback mechanisms.	UNDP project reports MAFI and AIPA reports Risks: • Limited engagement of target groups Skill gaps and human resource limitations
	O2.2.3. Share of women among registered farmers and smallholders in the national farmers registry, disaggregated by region and registration modality (self-	Annual Project report MAFI and AIPA reports	0%	2025	0% (engagement mechanism in design phase)	Women represent at least 20% of all farmers and smallholders registered in dNFR (or equivalent)	At least 30% of self-registered users are women, with regional disparities reduced and support mechanism	At least 30% of self-registered users are women, with regional disparities reduced and support mechanisms in place to improve digital access for women farmers	UNDP project reports MAFI and AIPA reports Risks: • Limited engagement of target groups • Skill gaps and human resource limitations, particularly of women farmers

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EXPECTED OUTPUTS	OUTPUTS INDICATORS	DATA SOURCE	BASELINE		TARGETS				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL	
	initiated or supported)						s in place to improve digital access for women farmers		

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VII. MONITORING AND EVALUATION

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

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analyzed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	N/A	Project Management Costs
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	N/A	Project Management Costs
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	N/A	Project Management Costs
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	N/A	Project Management/Quality Assurance Costs
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	N/A	Project Management Costs
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		N/A	Project Management Costs
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project	N/A	Project Management Costs

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.		board and management actions agreed to address the issues identified.		

Evaluation Plan[6]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	N/A	2	1	2028	MLSP, NEA, MAFI, AIPA	23,444 USD Project Budget

[6] Optional, if needed

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VIII. MULTI-YEAR WORK PLAN [7][8]

Multi-Year Work Plan included in Annex 4

IX. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

A **Steering Committee** (SC) for the Project will be created.

The SC will be co-chaired by the Delegation of the European Union to Moldova, and UNDP and will include the main counterparts described hereinafter, MLSP, MAFI, eGovernance Agency.

Representatives of other relevant institutions could be invited as observers, such as the Ministry of Economic Development and Digitalization, NEA, AIPA, etc.

UNDP will also play the role of Secretariat of the SC. Formal minutes shall be prepared and adopted for each meeting, detailing any proposals made and decisions taken.

The SC will steer and provide advice on the overall programme implementation. The SC shall meet at least twice a year or more frequently if needed and/or decided, to ensure the efficient monitoring and evaluation of project results and maintain continuous cooperation between all project' partners at all stages of project implementation.

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

Specific Responsibilities of the Steering Committee:

- Provide overall guidance and direction to the Project, ensuring it remains within any specified constraints;
- Address issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Review the Project Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Appraise the Project Annual Review Report, make recommendations for the next Annual Work Plan;
- Provide ad-hoc advice for exceptional situations;
- Assess and agree on Project substantive changes through revisions;
- Agree on Selection Committees composition and selection criteria of beneficiaries to be supported.

The SC is a mechanism for consultation and consensus-based steering of the Project. However, in case a consensus cannot be reached, a final decision shall rest with UNDP, based on an agreement with the Delegation of the European Union to Moldova.

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

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

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X. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Moldova and UNDP, signed on 05 July 1997. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP Moldova ("Implementing Partner") in accordance with the corporate financial regulations, rules, practices and procedures. Where the financial governance of an Implementing Partner (other than UNDP) does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

XI. RISK MANAGEMENT

UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][9] [UNDP funds received pursuant to the Project Document][10] are used to provide support to individuals or entities associated with terrorism , that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

[9] To be used where UNDP is the Implementing Partner

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

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6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:

a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
   i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried out;
   ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

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

c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

   (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

   (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities) and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should

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include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:

(i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

(ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place their own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;

(iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;

(iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

(v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any other entities further to the investigation.

e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.

g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above

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documents, which are an integral part of this Project Document and are available online at www.undp.org.

i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.

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

k. Choose one of the three following options:

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

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

l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

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n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

Special Clauses. In case of government cost-sharing through the project, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.

2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

5. All financial accounts and statements shall be expressed in United States dollars.

6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.

7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 6 above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

(a) 7% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices

(b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

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9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."

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XII. ANNEXES

1. Project Quality Assurance - Design Stage (online, in UNDP internal system Quantum +)
2. Social and Environmental Screening (online, in UNDP internal system Quantum +)
3. Theory of Change Diagram
4. Multi-Year Work Plan
5. Risk Register
6. Project Board Terms of Reference and TORs of key management positions.