ASM-18144 - Quality Assurance - Design

Procedure Year: 2025

Procedure Rating: Satisfactory

Procedure Status: Approved

Procedure Name: ASM-18144

Procedure Department: CO - Moldova Republic

Procedure Type: Design

Record Owner: Zinaida Adam

Created by: Zinaida Adam,10/7/2025, 8:23 AM

Last Modified by: Victoria Ignat,11/20/2025, 3:08 AM

Portofolio/Project Type: Project

RELATED PORTFOLIOS/PROJECTS (1)

NAME	PORTOFOLIO/PROJECT NAME	DEPARTMENT	STATUS	ATLAS PROJECT NUMBER	START DATE	END DATE
01004997	Promoting Agricultural Development and quality employment	CO - Moldova Republic	On Going		11/3/2025	11/2/2028

RELATED SESPS (1)

PARENT PROCEDURE	PROCEDURE TYPE	PROCEDURE YEAR
ASM-18125	SESP (Social and Environmental Screening Procedure)	2025

Approval Information

Approval Date: Thu Nov 20 00:00:00 GMT 2025

Approved By: Victoria Ignat <victoria.ignat@undp.org>

APPROVAL HISTORY

STEP NAME	DATE	STATUS	ASSIGNED TO
Submitted for Approval	2025-11-20 03:08:28	Approved	Victoria Ignat
Approval Request Submitted	2025-11-20 02:36:07	Started	Zinaida Adam

Identified Risks & Treatments

Category: 1. Social and Environmental

Risk Significance: Low

Risk Significance: Low

Sub-Category: 1.2. Gender equality and women's empowerment

Event:

There is a risk the project will not mainstream gender equality consistently throughout all outputs and at all stages of project implementation.

Causes:

Some project outputs do not have an explicit gender focus. GEN2 assigned in the project document for 2 project outputs, and GEN1 - to another 2 project outputs.

Impact:

This may result in the project's partial contribution to gender equality through all project interventions.

RELATED TREATMENTS (1)				
ACTIVITIES FOR TREATMENT	EXPECTED EFFECT	TIME PLAN FOR COMPLETE	STATUS	COMMENTS
The project will mainstream gender equality across all project outputs to reflect and support inclusion and balance, by taking into consideration the different needs and opportunities for women and men in the labour market and in the agricultural sector. This will be achieved through various means, mainly: inclusion of both men and women from partner Governmental institutions in capacity building opportunities; gender disaggregated data collection and analytics will be integrated in all digital tools to be developed by the project; gender-sensitive tagging guided by intersectionality lenses in applying case management for enhancing labour market inclusion; engaging women in the design of digital solutions through targeted feedback loops; as well as dedicated information campaigns for women farmers to enhance uptake of digital tools for accessing available opportunities in the agricultural sector.	Enhanced gender mainstreaming in project interventions	11/3/2028	Ongoing	Gender-disaggregated indicators will be applied to track progress and measure project results in terms of promoting gender equality.

QA Questionnaire:

Strategic | Status: Complete | Quality Rating: Exemplary

1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?

(●) 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.

( ) 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.

( ) 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.

*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the information icon for these cases.
*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project presents a clearly articulated theory of change that outlines the pathways toward achieving the intended results. The project documentation includes a relevant context analysis and effectively links to key development priorities within the focus areas of employment and agriculture. The strategy is substantiated with an appropriate level of detail, demonstrating a coherent approach. Risks and assumptions are well-documented, both within the main project document and the accompanying risk register.

2. Is the project aligned with the UNDP Strategic Plan?

- (●) 3: The project responds to at least one of the development settings as specified in the Strategic Plan and adapts at least one Signature Solution. The project's RRF includes all the relevant SP output indicators. (all must be true)
- ( ) 2: The project responds to at least one of the development settings as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)
- ( ) 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Yes, the project is aligned with UNDP's Strategic Plan 2022–2026, specifically contributing to Outcome 2, which focuses on ensuring no one is left behind by promoting equitable access to opportunities and adopting a rights-based approach to human agency and development. It also aligns with the emerging priorities of the forthcoming 2026–2029 Strategic Plan, particularly in advancing effective governance. The project is designed to support digital transformation and innovation to improve the quality of governance in the employment and agriculture sectors, with a particular emphasis on reaching and supporting the most vulnerable populations.

3. Is the project linked to the programme outputs? (i.e., UNSDCF/CPD, RPD or Strategic Plan IRRF for strategic interventions not part of a programme)

- (●) YES
- ( ) NO

*Note: Project QA cannot be approved by Project QA Approver when the response is "No".

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Yes, the project is linked to UNDP Moldova 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; and 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.

Relevant | Status: Complete | Quality Rating: Exemplary

4. Does the project identify target groups , and particularly those marginalized, vulnerable and left further behind (LNOB)

- (●) 3: The LNOB target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence.
- ( ) 2: The LNOB target groups are clearly specified, prioritizing groups left furthest behind.
- ( ) 1: The LNOB target groups are not clearly specified.

*Note: Risk management must be done for criteria with score of 1. Projects that build institutional capacity should still identify targeted groups to justify support.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Yes, the project clearly identifies and targets vulnerable groups—particularly hard-to-employ individuals, women, and youth—to support their inclusion in the labour market. In parallel, under the second project component, agricultural producers, especially smallholders, women farmers, and youth, will be supported to enhance their livelihoods and resilience. As elaborated in the project document, these vulnerable groups were identified as being particularly vulnerable and facing a variety of

challenges in accessing available services and opportunities, based on the available evidence provided in the national statistics, as well as previous UNDP interventions in the targeted sectors.

5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?

(●) 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.

( ) 2: The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected.

( ) 1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Yes, the project builds upon past successful digital transformation initiatives led by UNDP with the Ministry of Labour and Social Protection and Ministry of Agriculture and Food Industry. More specifically, in the employment area, the project advances the digital transformation reform by creating an integrated digital architecture focused on promoting a citizen-centred, efficient, and transparent social protection and employment system. In the agricultural sector, the project will continue the operationalization of pilot governance tools part of the Integrated Administration and Control System (IACS). The project design is grounded in lessons learned and good practices from previous experiences, which will also serve as a guide for the implementation of planned interventions.

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national / regional / global partners and other actors?

(●) 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)

( ) 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.

( ) 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Yes, UNDP plays a leading role in the planned interventions under this project. The initiative builds on previous efforts undertaken in the same areas and will continue the development of products already created in collaboration with partner ministries. Specifically, UNDP has been the primary development partner driving the digital transformation reform of the Ministry of Labour and Social Policy (MLSP) over the past three years, including the development of an integrated digital ecosystem for the Ministry's digital tools. In the agricultural sector, the project will expand upon the initial pilot phase of the digital National Farm Registry (dNFR), further developing and refining the platform based on user feedback.

Principled | Status: Complete | Quality Rating: Highly Satisfactory

7. Does the project apply a human rights-based approach?

( ) 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)

(●) 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)

( ) 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project is firmly grounded in the principles of Leaving No One Behind (LNOB) and the Human Rights-Based Approach (HRBA), with a strong emphasis on the meaningful participation of the most vulnerable groups in all project activities. The project document identifies potential human rights impacts, particularly those related to limited employability or exclusion resulting from inadequate access to information, barriers to labour market, week institutional capacity, or low digital literacy. To address these issues, the project outlines concrete measures to enhance the participation of vulnerable groups in both the labour market and the co-design of project outputs. These measures are explicitly detailed in the project document and are appropriately budgeted to ensure effective implementation.

8. Does the project use gender analysis in the project design?

- (●) 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)
- ( ) 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)
- ( ) 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Gender equality is a core principle of the project. The project document includes a comprehensive gender analysis that highlights the specific challenges faced by women in the labour market and by women agricultural entrepreneurs in their economic activities. Based on this analysis, the project has developed gender-responsive outputs and activities to address these challenges. The results framework incorporates gender-disaggregated indicators to monitor progress and evaluate the project's impact on gender equality and women's empowerment.

9. Did the project support the resilience and sustainability of societies and/or ecosystems?

- ( ) 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true)
- (●) 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)
- ( ) 1: Sustainability and resilience dimensions and impacts were not adequately considered.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Institutional, operational, strategic and financial sustainability were considered and integrated into project design.

All interventions have been jointly identified and designed in close collaboration with national counterparts and will be co-implemented to strengthen internal capacities, foster ownership, and ensure continuity. To ensure lasting impact, the project promotes national ownership of all systems and tools developed, with relevant capacity to be embedded directly within the government institutions that are the direct beneficiaries of the project. It adopts a resilience-focused approach, enhancing the digital, human, and institutional capacities of national actors.

Moreover, the initiative is fully aligned and will ensure compliance with relevant EU standards and requirements, including EURES/ESCO for employment and CAP/IACS regulations for agriculture, supporting both long-term sustainability and regional integration.

Environmental sustainability is supported indirectly through digitalization, which reduces administrative resource use and

enhances the efficiency of service delivery and monitoring. Relevant potential adverse social and environment impacts have been identified and propertly documented through project SESP.

10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of the preparation and dissemination of reports and communication materials; organization of events, workshops, or training; strengthening capacities of partners to participate in international negotiations and conferences; partnership coordination (including UN coordination) and management of networks; and global/regional projects with no country-level activities as well as Development Effectiveness projects and Institutional Effectiveness projects. [If yes, upload the completed checklist. If SESP is not required, Select all exemption criteria that apply.]

- (●) Yes
- ( ) No
- ( ) SESP not required because project consists solely of (Select all exemption criteria that apply)

***Applicable only to option "SESP not required"**

- [ ] 1: Preparation and dissemination of reports, documents and communication materials
- [ ] 2: Organization of an event, workshop, training
- [ ] 3: Strengthening capacities of partners to participate in international negotiations and conferences
- [ ] 4: Partnership coordination (including UN coordination) and management of networks
- [ ] 5: Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes)
- [ ] 6: UNDP acting as Administrative Agent
- [ ] 7: Development Effectiveness projects and Institutional Effectiveness projects

*Note: Project QA cannot be approved by Project QA Approver when the response is "No".

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Yes, SESP was conducted during the design of the project (ASM-18125). The project was assessed as low risk.

Management & Monitoring | Status: Complete | Quality Rating: Exemplary

11. Does the project have a strong results framework?

- (●) 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true)
- ( ) 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true)
- ( ) 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true)

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Yes, the project has a robust results framework that includes results-oriented and gender-disaggregated indicators, including baseline and targets and credible data sources, for all project outputs and activities. (Section VI of the Project Document).

12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?

- (●) 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true)
- ( ) 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)
- ( ) 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project includes a dedicated steering mechanism led by the Project Steering Committee. Its composition, roles, and responsibilities are outlined in the project document and were endorsed during the LPAC meeting. A more detailed description of the Project Steering Committee's responsibilities is provided in its Terms of Reference (ToR) included in the annexes of the project document.

13. Have the project risks been identified using the risk assessment tools (Project Quality Assurance, Social and Environmental Screening Procedure, Partner Capacity Assessment Tool, Harmonized Approach to Cash Transfer, Private Sector Due Diligence, etc., if applicable), with clear plans stated to manage and mitigate each risk?

- (●) 3: Project risks related to the achievement of results are fully described in the project risk register, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)
- ( ) 2: Project risks related to the achievement of results are identified in the initial project risk register based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.
- ( ) 1: Some risks may be identified in the initial project risk register, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Yes, the project risks were duly identified using the designated risk assessment tools. A Social and Environmental Screening Procedure (SESP ASM-18125) was conducted during the design phase, assessing the project as low risk. In parallel, the project document and accompanying risk register identified a range of potential risks and outlined corresponding mitigation measures. These risks span several categories, including political and economic volatility, as well as human and institutional capacity gaps among direct beneficiaries. The risk register provides specific mitigation strategies for each identified risk to ensure flexible and proactive management throughout implementation. (Risk Register attached).

Efficient | Status: Complete | Quality Rating: Exemplary

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design?

- (●) Yes
- ( ) No

*Note: Risk management must be done when the response is "No".

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Yes, the project budget planning and execution will be made in keeping with cost-efficiency principles. This principle will guide all procurement processes of the project, in line with corporate rules and regulations.

15. Is the budget justified and supported with valid estimates?

- (●) 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.
- ( ) 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.
- ( ) 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project includes a multi-year budget that provides sufficient details related to the categories of expenses required for implementing project activities and delivering planned results. The costs for all budget categories were estimated based on benchmarks from recent projects in the same area and accounted for potential variations in exchange rates or inflation. Other relevant categories of expenses, such as those related to monitoring and evaluation, communications were duly reflected in the project budget. (Budget of the project attached).

16. Is the Country Office / Regional / Global Project fully recovering the costs involved with project implementation?

- (●) 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)
- ( ) 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.
- ( ) 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.

*Note: Risk management must be done for criteria with score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project budget includes sufficient resources to cover all costs and expenses attributable to the project implementation for the entire duration of the project. (Budget of the project attached).

Effective | Status: Complete | Quality Rating: Needs Improvement

17. Have targeted groups, and particularly those marginalized, vulnerable, and left further behind (LNOB), been engaged in the design of the project?

- ( ) 3: Credible evidence that all targeted groups, prioritising discriminated, vulnerable and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)
- (●) 2: Some evidence that key targeted groups have been consulted in the design of the project.
- ( ) 1: No evidence of engagement with targeted groups during project design.
- ( ) Not Applicable

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project was designed in close collaboration with its direct beneficiaries—the Ministry of Labour and Social Protection (MLSP), the Ministry of Agriculture and Food Industry (MAFI), and their subordinated institutions—and is fully aligned with their identified needs and priorities. It clearly defines its target groups, placing a strong focus on the most vulnerable and marginalized populations. These include vulnerable and hard-to-employ individuals and their households; women—particularly those with caregiving responsibilities, survivors of gender-based violence (GBV), and elderly women—especially in rural areas; as well as farmers and agricultural producers, with a specific focus on smallholders, women, and youth. These vulnerable groups were actively engaged during the initial pilot initiatives, and their feedback was incorporated into the project design. Furthermore, the project includes tailored mechanisms to reach and involve these groups in co-designing digital solutions through test-piloting exercises. This participatory approach ensures that the final tools are both user-friendly and responsive to the needs of the intended users.

18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?

- (●) Yes
- ( ) No

*Note: Risk Management must be done when the response is "No".

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project includes a clearly defined Monitoring and Evaluation (M&E) process, aligned with UNDP's corporate tools and procedures (Section VII of the Project Document). Quality assurance will be ensured by the UNDP Country Office throughout the entire implementation period. An external evaluation is planned for the final project year to assess results achieved and overall impact. Regular progress will be documented through annual reports to the donor and reviewed by the Project Steering Committee. The Project Steering Committee will also provide strategic guidance, including advice on risk mitigation and necessary course corrections during implementation.

19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.

- ○ Yes
- ◉ No

*Note: Risk management must be done when the response is "No".

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Yes, the project document was screened from a gender-responsiveness perspective by UNDP's Gender and Inclusion Analysts and was scored with a GEN2 marker (2 outputs) and GEN1 marker (2 outputs).

20. Have societal digital risks and opportunities been taken into account when designing the project's approach and have digital or data technology solutions been considered to enhance the efficiency, effectiveness and scalability of project results?

- ◉ 3: To the extent possible, societal digital risks and opportunities have been investigated when designing the strategy and Theory of Change, and the potential use of digital or data technologies in project activities has been considered in line with UNDP's digital standards and data principles. (All must be true)
- ○ 2: Only the potential use of digital or data solutions in project activities has been considered in line with UNDP's digital standards and data principles, but there is no or limited evidence that aspects of inclusive digital societies have been considered in the design of the strategy or Theory of Change.
- ○ 1: Neither societal digital risks and opportunities, nor digital or data technology solutions were specifically considered in the project design or, UNDP's digital standards and data principles are not taken into account when intending to use digital or data technology solutions in project activities.
- ○ Digital considerations are not relevant to this project.

***Applicable only to option "Digital considerations are not relevant"**

- ☐ 1: Societal digital transformation is not a government or contextual priority
- ☐ 2: A non-digital approach yields higher effectiveness and efficiency
- ☐ 3: Other (specify in the "Evidence" section)

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Digitalization is the project's primary enabler for advancing governance in both the agricultural and employment sectors. The digital transition model applied across both components is expected to enhance efficiency, improve service delivery, and serve as a scalable example for potential replication in other areas of government. The project is designed to align with relevant EU standards and regulations in the targeted sectors, while also ensuring compliance with UNDP's digital and data technology standards.

Sustainability & National Ownership | Status: Complete | Quality Rating: Highly Satisfactory

21. Have national / regional / global partners led, or proactively engaged in, the design of the country / regional / global project, respectively?

- ◉ 3: National / regional / global partners have full ownership of the country / regional / global project and led the process of the development of the project jointly with UNDP.
- ○ 2: The project has been developed by UNDP in close consultation with national / regional / global partners.
- ○ 1: The project has been developed by UNDP with limited or no engagement with national partners.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

National stakeholders—MLSP, MAFI, and their subordinated bodies, NEA and AIPA—have full ownership of the project results. They were actively involved in the project's design and will co-implement all interventions. Furthermore, they are committed to ensuring the long-term maintenance and sustainability of all products and systems developed under the project.

22. Are key institutions and systems identified, and is there a strategy for strengthening specific / comprehensive capacities based on capacity assessments conducted?

- ○ 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.

- (●) 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.
- ( ) 1: Capacity assessments have not been carried out
- ( ) Not Applicable

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project includes targeted capacity-building interventions for national stakeholders to ensure the necessary skills and institutional frameworks are in place for the effective use, institutionalization, and long-term maintenance of the digital tools developed. It will address the most critical capacity gaps of government partners through tailored training, mentorship, exposure to good practices, practical tutorials, and the development of relevant knowledge products. Moreover, the project will assist beneficiary stakeholders in aligning the relevant institutional and regulatory framework to support institutionalization of the project outputs.

23. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?

- ( ) Yes
- ( ) No
- (●) Not Applicable

*Note: Risk management must be done when the response is "No".

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

N/A.

24. Is there a clear transition arrangement / phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?

- (●) Yes
- ( ) No

*Note: Risk management must be done when the response is "No".

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

As per the project document, the project's exit strategy envisions the full transfer of ownership of all digital systems and related capacities to the Ministry of Labour and Social Protection (MLSP) and the Ministry of Agriculture and Food Industry (MAFI) by the end of implementation. Future maintenance and system upgrades will be integrated into the respective institutions' budgets and work plans to ensure sustainability.

In parallel, the project will invest in gradually strengthening institutional frameworks and capacities to enable a seamless takeover of all project deliverables and to build long-term system resilience.