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LIST OF ABBREVIATIONS AND ACRONYMS

APA	Academy of Public Administration
BRC	Bratislava Regional Centre
CALM	Congress of Local Authorities of Republic of Moldova
CBKM	Capacity Building & Knowledge Management
CBO	Community-Based Organization
CEDAW	Committee on the Elimination of Discrimination against Women
CIC	Community Information Center
CME	Community Mobilization for Empowerment
CoE	Council of Europe
CPA	Central Public Administration
CSO	Civil Society Organization
CTA	Chief Technical Advisor
ELDW	European Local Democracy Week
EU	European Union
GE	Gender Equality
GIZ	Gesellschaft für Internationale Zusammenarbeit
HQ	Headquarters
HR	Human Rights
HRBA	Human Rights Based Approach
HRLD	Human Rights in Local Development
IACC	Inter-Agency Coordination Committee
IDIS	Institute for Development and Social Initiatives
IDU	Urban Development Institute
IGS	International Gender Specialist
IMC	Inter-Municipal Cooperation
ISP	Paris Institute of Political Studies
JILDP	Joint Integrated Local Development Programme
LGI/CEU	Local Government and Public Service Reform Initiative /Central European University
LGI/OSI	Local Government and Public Service Reform Initiative / Open Society Institute
LPA	Local Public Administration

LSED	Local Socio-Economic Development
NDI	National Democratic Institute
NDS	National Decentralization Strategy
NGO	Non-Governmental Organization
PC	Parity Commission
PCB	Programme Coordination Board
SC	State Chancellery
SIDA	Swedish International Development Cooperation Agency
SZ	Security Zone
TGDL	Think Globally, Develop Locally
TN	Transnistria region
ToT	Training of Trainers
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women*
USAID	United States Agency for International Development
WG	Working Groups

EXECUTIVE SUMMARY

The Joint Integrated Local Development Programme is implemented by the Government of Republic of Moldova with the assistance of UNDP and UN Women and the financial support of the Government of Sweden. The JILDLP is designed to improve the policy framework, as well as to support the administrative systems and procedures focused on efficient transfer of competencies to Local Public Administrations (LPAs), decentralization and promotion of LPAs' role in decision making. The Programme framework comprises four inter-related components: (1) The Policy Advisory and Advocacy Component, (2) The Local Self-Governance and Participation Component, (3) The Community Empowerment Component, and (4) The Transnistria and Security Zone Component. To meet the development objective of the programme and to ensure that the vulnerable women and men benefit equally from decentralization and local development JILDLP pilots a human rights based approach (HRBA) and gender mainstreaming (GM) in local development and decentralization.

This final report was prepared by JILDLP staff and includes a brief programme description, main activities undertaken and key results achieved in the programme implementation period from January 1st, 2010 up to December 31, 2012. These can be summarized as follows:

Output 1: National legal, policy and advisory frameworks.

The main outcome of the JILDLP assistance under the Policy Advice and Advocacy component was the development of the National Decentralization Strategy, which was approved by the Parliament of the Republic of Moldova on April 5, 2012. The gender mainstreaming and human rights-based approach (HRBA) was key in the elaboration of the National Decentralization Strategy. This innovative approach aims to promote accountability, transparency, and participation in local government and ensures that vulnerable groups benefit equally from the reform, while women and men enjoy equal opportunities and rights.

JILDLP encouraged and supported a fundamentally inclusive approach to decentralization policy making and implementation, by supporting a permanent and consistent dialog with all stakeholders involved in the decentralization process. The Strategy is so far the only Moldovan public policy document that underwent an extensive public consultation process, which involved more than 2400 people across the country, belonging to central and local government, civil society, minority and women's groups, academic institutions, think tanks etc.

The newly established institutions leading the decentralization process - the Parity Commission for Decentralization and its working groups, the State Chancellery, and the Special Parliamentary Commission on Decentralization- received support throughout the programme period and became capable of leading and implementing the decentralization reform.

JILDLP's technical assistance facilitated the formulation of decentralization policies in key areas of the reform: assignment of responsibilities, fiscal decentralization, territorial administrative structure, and decentralization of property (real assets), education, and social services, etc. Strategies and specific policy solutions were approved by the working groups and adopted by the line ministries, while ensuing draft legal amendments were submitted to Parliament

In local finances, a new system of shared taxes and equalization transfers based on the personal income tax will allow local governments to benefit from stable and predictable resources to allocate freely and fulfill their responsibilities. Additionally, the system provides incentives to increase the own revenue collection. Amendments to the law on local public finance and the tax code were presented to the Parliament.

The strategy on property decentralization provides policy options on decentralizing public property, including the identification and registration of property, separation by central and local ownership, classification of property for public or private use, etc. which lead to the elaboration of a new law.

To increase autonomy and improve the local government system, a significant effort was put into the analysis, including from human rights and gender equality perspectives, of the current legislation, followed by drafting of amendments to 26 laws with direct impact on local autonomy. The amended laws were debated and approved by all Parliamentary commissions.

Output 2: Capacities of LPAs in the target regions improved.

JILDП provided a number of local public authorities with the necessary management tools to operate more effectively in preparation for the administrative and fiscal decentralization.

JILDП's intervention to enhance local self-governance has involved both the national and local levels. Eighty percent of the newly elected local officials from the 2011 elections, learned about their responsibilities, local government functions and the governing legislation, through a nationwide training program organized by the State Chancellery with JILDП's support.

In order to ensure that the institutional capacities of the weakest LPAs of Moldova are strengthened, JILDП has elaborated a multi-criterial capacity assessment methodology and applied it to 73 local and rayon/district administrations. Using the results of the capacity assessment, each LPA devised a capacity development strategy and was assisted to implement one of their institutional development priorities.

The ten most deprived rayon center towns developed, and started the implementation of socio-economic development strategies based on human rights and gender equality. With JILDП's methodological and technical assistance, all ten towns succeeded in achieving at least one or two development priorities.

With JILDП's support a large, representative and apolitical LG Association - the Congress of Local Public Authorities from Moldova [CALM] was constituted. In the short time since its establishment, CALM has become a respected interlocutor for central government and international agencies. In addition, the CALM Women's Network was created, bringing together women mayors to advocate women's issues in government and promote women in leadership at the local level.

The application of 'Inter-Municipal Cooperation approach' has been introduced and piloted for the first time in Moldova, as a solution to the excessive territorial administrative fragmentation. A guidebook on IMC was published and a number of consultants were trained to facilitate IMC initiatives. A pilot IMC project in waste management in the Telenesti rayon has become a model for 'extending the existing public services to neighboring communities'.

Output 3: Rural communities and CSOs are empowered to participate in local development initiatives in rights based and gender sensitive manner.

Women and men from the 60 JILDП pilot communities were mobilized and empowered to participate effectively in local development processes focused on community priorities jointly identified with LPAs.

The community mobilization approach targeted primarily the empowerment of communities, with a particular focus on women and men representing the most vulnerable groups: older persons, women facing multiple forms of discrimination, religious and ethnic minorities, particularly the Roma, persons with disabilities etc. This approach was applied to contribute to the achievement of the Decentralization Strategy's expected outcomes related to HRBA and gender equality.

JILDLP worked in 60 pilot communities to create opportunities for men and women to influence local planning processes, local decision-making and accountability mechanisms. The programme also developed their capacities to make meaningful choices and express them through and in partnership with LPAs, in order to be truly empowered.

The community mobilization for empowerment process was integrated with the LPAs local planning processes. This ensured that the Local Socio-Economic Development Strategies reflected the real needs of the communities, giving them at the same time true ownership over the results. JILDLP also covered Roma social inclusion initiatives, implemented in four communes with significant Roma population. The central government recognized these interventions as national level good practices, since social inclusion is an indispensable foundation for a successful implementation of decentralization.

Output 4: Rural communities and CSOs in Transnistrian region are empowered to participate in local development.

Nineteen localities from the Transnistrian region and eleven from the Security Zone were assisted, empowering their communities to participate in local development planning, implementation and monitoring, and enabling local actors to deliver public services and upgrade the basic infrastructure.

The community mobilization methodology developed and described at Objective 3 was used, but considering the specificity of the region, the focus was mainly on mainstreaming gender equality in local development, rather than a comprehensive human rights based approach.

Support was provided to priority initiatives identified by local community members. The initiatives aimed to improve basic infrastructure and social services. A special attention was given to capacity development of the CSOs in subjects like community empowerment, as well as human rights and gender equality in local development. The training was adapted to the specifics of Transnistria region.

The first Gender Equality Coordination Meeting “Gender Equality in Local Development” was organized in Transnistria. By launching the quarterly GE Coordination Meetings in Transnistria, the JILDLP aims to support the CSOs, women’s and other groups working with the rights of the vulnerable (single mothers, persons with disabilities, older persons etc.) to create a sustainable coordination and information sharing mechanism on gender equality and women’s rights.

A Human Rights Based Approach and Gender Equality principles were applied in all the JILDLP components and resulted in: 1) incorporation of HRBA and gender equality principles in the Decentralization Strategy, which became the first national policy in Moldova based on HRBA and gender equality principles and included human rights and gender equality outcomes. (2) Highly participatory local analysis (community profiling), that identified key human rights concerns and gender inequalities, reinforced by intensive capacity development. The Local Strategies elaborated in the communities with Roma population, have the social inclusion of Roma as a strategic objective. (3) The community mobilization for empowerment methodology which was elaborated, tested and proved its efficiency, allowing women and men representing the most vulnerable groups from 70 communities to successfully advocate for their needs, and effectively partner with LPAs in local development planning. (4) The strategic support to female mayors and councillors to build capacities via CALM resulted in the establishment of the CALM women’s network of 113 members, making the voice of women leaders at local level stronger. (6) The Adaptive approach in Transnistria focusing on gender equality as an entry point to a broader HRBA - doubled by training and technical support for Transnistrian CBOs and NGOs on gender mainstreaming and women’s

empowerment in local development- which lead to the establishment of an NGO network on gender equality.

The main lessons learned during the JILDIP implementation are highlighted below:

- (a) Since the decentralization reform is broad and deep, a common understanding of goals and outcomes, as well as sharing of values has to be built across all stakeholders. Sustained communication and dialogue with the population is needed, so that the population buys in, demands and supports the changes, which sometimes are not obvious and may imply some sacrifices.
- (b) Constant efforts should be directed to the institutional capacity building for decentralization. The assistance should be focused on building understanding among the main actors on the essence of the reform, built in mechanisms and the need to mainstream the HR&GE approach into the reform core actions. Exchange of experience from good international practices on decentralization can significantly improve understanding and change attitudes of public officials.
- (c) Strengthening the administrative capacity of local governments, reducing the territorial fragmentation, and optimizing the territorial-administrative division of the territory are fundamental pre-conditions for the successful implementation of the decentralization reform and its strategic objectives. Consolidated efforts with central authorities and development partners to promote and build IMC capacity are necessary.
- (d) A human right and gender equality approach in decentralization is a truly innovative, internationally recognized endeavor. Successful implementation of this requires professional skills and support for the implementation team and the governmental counterparts, as well as internalization of key values and principles of HRBA and GE by key governmental staff.
- (e) Community Empowerment is a central element for local development initiatives. Developing a successful model of community mobilization for empowerment requires time- at least 2 full years. Strengthening capacities of local CBOs is a crucial element in ensuring sustainability of community mobilization for empowerment efforts.
- (f) Considering the specific context in Transnistria, a tailored-made approach for communities is required. Use of simplified community mobilisation procedures in identifying community development priorities, strategic planning, monitoring and evaluation processes will continue to be the main tools applied in Transnistria. A strong cooperation with other development initiatives in Transnistria is needed.

In the period of 2010-2012, the amount of 7,237,431 USD was received from several sources, including - 6,577,430 USD from Sweden Government, 590,000 USD - from UNDP TRAC, and 70,000 USD - from Soros Moldova Foundation. Programme related expenditures for the all period of implementation reached 7,194,140 USD or 99.4% of the total budget. In addition, around 474,000 USD was mobilized from the Local Public Administrations for the implementation of local initiatives.

I. PURPOSE AND BACKGROUND

Introduction

The Joint Integrated Local Development Programme is implemented by the Government of Republic of Moldova with the assistance of UNDP and UN Women and the financial support of the Government of Sweden. The JILDP was designed to improve the policy framework, as well as to support the administrative systems and procedures focused on efficient transfer of competencies to Local Public Administrations, decentralization and promotion of LPAs' role in decision making. It also helps in building the capacity of LPAs to plan, implement and monitor their strategic plans and improve local public service delivery, involving civil society and community efforts and participation.

To meet the development objective of the programme and to ensure that the vulnerable women and men benefit equally from decentralization and local development, JILDP pilots human rights based approach (HRBA) in local development and decentralization. Applying HRBA principles – Participation, Non-discrimination, Transparency and Accountability – in all of its components, the programme works to empower excluded and vulnerable women and men and communities, to increase capacity of the local public authorities and their responsiveness.

To eliminate direct and indirect discrimination and violation of women's human rights engendered by laws, policy making and budget decisions as well as to enhance democratic citizenship and making service delivery more responsive to the specific needs of men and women, the JILDP applies two complementary approaches, namely gender mainstreaming and women's empowerment.

Programme objectives and components

The JILDP development objective is to assist the Republic of Moldova to ensure that vulnerable groups in poor rural and urban areas take advantage of sustainable socio-economic development opportunities through adequate regional and local policies implemented by LPAs and partners in a rights based, gender sensitive manner.

Immediate Objectives of the programme are:

- Objective 1:** To assist the Government of the Republic of Moldova to upgrade national legal, policy and advisory frameworks to support sustainable processes of development at sub-national level.
- Objective 2:** To develop capacity of local authorities for rights based and gender responsive planning, budgeting, implementation, monitoring and evaluation of development initiatives.
- Objective 3:** To empower rural communities and CSOs in target regions to actively participate in local development planning, implementation and monitoring and have better access to improved service delivery and community infrastructure.
- Objective 4:** Communities of Transnistria and of Security Zone are equally benefiting from the improved service delivery and community infrastructure through their active participation in local development initiatives.

While the JILDP applies a holistic approach to programming tackling the challenges at all levels of governance, it puts the human rights and gender equality issues at the centre of all its activities. Thus, at the policy level the programme focuses on ensuring transparent, non – discriminatory, inclusive and evidence-based policy making, based on the principles of human rights and gender equality. At the local level the programme's key focus is on developing capacities of local authorities

on rights based and gender responsive policy, budget planning and implementation. At the community level the programme works to enhance capacities of the local community members in articulating and voicing their needs to equally participate and benefit from the development initiatives.

The programme framework encompasses four inter-related components, corresponding to the above objectives:

1. Policy Advisory and Advocacy Component
2. Local Self-Governance and Participation
3. Community Empowerment
4. Transnistria and Security Zone

Moldova – country situation

After three consecutive parliamentary elections in 2009 and 2010, a stable government took power in Moldova. The majority of the Parliament's seats were taken by three non-communist parties, which created the Alliance for European Integration. The main priorities of the new government are expressed in the Government Programme 'European integration: freedom, democracy, welfare' (2011-2014): 1) European Integration, 2) Reintegration of the Country, 3) Effective and balanced foreign policy, 4) Ensuring Rule of Law, 5) Sustainable economic growth, and 6) Decentralization of power.

Although the democratic political process is complex (only in 2012 the election of the President has broken the political deadlock in which Moldova had found itself since the Parliamentary elections in 2009), European integration remains the fundamental priority and drives the reform agenda. Moldova sees this choice as a way to transform itself politically, economically and socially by modernizing its domestic institutions, standards and policies. Pursuing and eventually achieving this objective will enable the country to become part of a system of security, stability and prosperity governed by democratic values and intrinsic respect for fundamental human rights.

Moldova's current strategies and action plans adopted in many sectors reflect significant transformations and lessons that the country has learned. New development strategies approved or drafted in areas such as education, energy efficiency, sustainable agriculture, regional development, environmental protection, social assistance, decentralization and justice are a call to improve peoples' lives by adopting perspectives which are more centered on sustainable development.

However the implementation of the reforms driven by the EU agenda has had mixed results so far, with the legislative and policy formulation for the reform being dynamic and fast, while the process of implementation uneven and slow. While decentralization per se is not a pre-condition for EU integration, membership in the Council of Europe, implementation of the CoE Charter for Local Self-government and a democratic, accountable and efficient public administration (of which local government is a part) are all preconditions for the EU association process.

After the local elections held in June 2011, more than 50% of the newly elected officials (out of a total of 898 mayors, 1,120 district councillors and 10,630 village and town councillors) were at their first mandate. Currently in Moldova 18.5 % of mayors are women, a 3% increase compared to the 2003 local elections. The June local elections resulted only in minor shifts in party support. Most notably the share of votes shifted between the parties of the Alliance for European Integration, rather than between the Alliance and the Communists, now the main opposition party.

In December 2011, internationally unrecognized elections in the break-away region of Transnistria resulted in the change of the long-standing "leader". The generational shift underway in the region's political elite may facilitate the re-integration process.

II. KEY RESULTS

COMPONENT 1: Policy Advisory and Advocacy

1.0 Overview

The main outcome of the JILDP assistance under the Policy Advice and Advocacy component is the development and approval of the ***National Decentralization Strategy***. To achieve this, the program applied an ***integrated approach*** to policy development. The interventions involved the consolidation of the institutions and the institutional framework needed for the conceptualization, initiation and management of the decentralization process; various types of

"The Decentralization Strategy should encompass clear objectives and realistic implementation timeframe in order to have functional and competitive institutions in Moldova. It is necessary to offer necessary tools to the local government in order to have citizen-friendly services and to enhance their service quality"

Prime Minister, Vlad FILAT

capacity building for the main stakeholders; as well as provision of high quality, national and international, policy expertise. Combining local and international consultancy, specific and highly specialized and support for the daily activities of the main institutions involved in the decentralization reform, as well as a diverse range of capacity building activities, JILDP ensured the ***consistency and continuity of the assistance*** provided for the decentralization and HR and GE responsive local governance policy development. JILDP also encouraged and supported an ***inclusive approach*** to decentralization policy making and implementation, by supporting a permanent and consistent dialog with all stakeholders involved in the decentralization process. The Strategy is so far the only Moldovan public policy document that underwent an extensive public consultation process, which involved more than 2400 people across the country, belonging to central and local government, civil society, minority and women's groups, academic institutions, think tanks etc.

The ***gender mainstreaming and human rights-based approach*** (HRBA) was key in the elaboration of the National Decentralization Strategy. This innovative approach aims to ensure that vulnerable groups benefit equally from the reform, while women and men enjoy equal opportunities and rights. Among other outcomes, the decentralization process in the Republic of Moldova seeks gender equality and promotion of human rights, social inclusion for the vulnerable or marginalized groups, and equality of opportunities and dignity for all.

Results under Component 1:

1.1 Capacity Development of the Government and relevant Parliamentary Commissions for policy analysis, formulation, coordination, implementation, monitoring and evaluation

As a result of JILDP's interventions, the institutional framework needed to initiate and coordinate the reform was created and consolidated gradually. The institutions leading the decentralization process are: ***the Parity Commission for Decentralization and its working groups, the Special Parliamentary Commission on Decentralization, and the State Chancellery***.

The Parity Commission, created by the Government on July 5, 2012, ***is currently a functional, fully-fledged high level body, capable to lead and coordinate the decentralization reform***. Composed of Central Government Ministers and LPA representatives on an equal basis, the Parity Commission was itself created after a series of public debates and consultations organized with the

support of the JILDP. The Parity Commission discussed and approved the main policy proposals for decentralization, notably the NDS.

The Special Parliamentary Commission initially created in May 2010, restarted its activity in 2011, and **has become a key actor to translate the decentralization policies into laws.** Receiving regular legal advice and permanent clerical support from JILDP, the Special Parliamentary Commission has lead the Parliamentary debate, organizing regular, well-documented weekly meetings, as well as public debates outside of the parliamentary offices - an innovative exercise for this body.



Throughout 2010-2011, **the capacity of the Parity Commission to function efficiently and lead the decentralization process was systemically strengthened.** The programme offered permanent informational, clerical and technical assistance for the regular meetings of the Parity Commission, where important documents like the National Decentralization Strategy (NDS), the methodology for local governments' capacity assessment, the communication strategy for the NDS, etc. were discussed and approved. Simultaneously JILDP sustained the creation and operation of several working-groups addressing the main domains of the reform.

At the initial stage, **five thematic working groups** (WG 0 "Strategic"; WG 1 "Structure and operation of LPAs"; WG 2 "Decentralization of services and competencies"; WG 3 "Fiscal decentralization"; WG 4 "Decentralization of real assets") **created with the support of JILDP, ensured a comprehensive analysis of the local public administration system.** These working groups, assisted by high level international consultants provided by JILDP, laid the ground for drafting the National Decentralization Strategy (NDS).

After the NDS's approval by the Parity Commission, the number of sectoral working groups¹ was increased to ten, enabling the implementation of the reform in its main areas². With the JILDP support, the **working groups on fiscal decentralization and decentralization of property, education and social services, could identify and analyse the problems, formulate and discuss policy options and chose the most appropriate policy solutions.** The other sectoral working groups (on health, environment, communal services, e-government as well as a working group on the statutes of the Chisinau municipum) were officially created and are expected to be actively involved in the decentralization of these sectors during the next years. The PC and its WGs have been provided with HRBA/GE expertise and advocacy on a regular basis, including through regular advice provided by national and international experts, statistical studies, etc. JILDP also organized seminars on HRBA and gender mainstreaming in Sectoral Decentralization Strategies for the working groups hosted by the Ministry of Education and the Ministry of Labour, Social Protection and Family.

With JILDP's support, **the capacity of the Department for Decentralization Policies of the SC to coordinate the development and implementation of the decentralization reform in an inclusive manner was strengthened.** The Department for Decentralization Policies is responsible for the development, implementation and the day-to-day coordination of the decentralization reform. The SC was supported by a team of 6 international experts to conceptualize and then draft the NDS, and also received permanent legal advice from local consultants throughout the process. The SC also benefited from technical support, like office equipment, etc.

¹ Additional sectoral working groups on decentralisation in the education, social services, health, environment, communal services, e-government fields and a working group on the status of the Chisinau municipum were created during 2011.

² The sectoral working groups are comprised of the representatives of central and local public administration, think tanks, civil society, local and international experts.

An important focus of JILDP's assistance to the SC was to **increase the decentralization specific knowledge of key civil servants involved in decentralization**. Three civil servants from the SC took part in advanced training programs (post-graduate level) of reputable national (APA) and international (LGI/CEU, ISP) institutions.

JILDP also **contributed to improved knowledge through learning from the international good practices**. This was particularly important during the first stages of the reform in order to raise the awareness, increase the understanding and knowledge of the main stakeholders, to initiate, design, and implement the local government reform. To achieve this, JILDP organized two study visits to Poland and Latvia for 32 representatives of the Parliament, central and local government, and NGOs; supported the participation of 4 civil servants in international conferences abroad; and organized two high-level international conferences in Moldova ("Models of the Decentralization Reform and Development of Local Autonomy", "The Decentralization Reform: from Strategy to Action"). The two events gathered about 200 participants and involved experts of the Council of Europe as well as independent professionals from Poland, Latvia, Romania, Czech Republic, Slovakia, Romania and Moldova. **To increase knowledge and understanding of the newly elected officials** regarding decentralization and human rights and gender responsive local development, JILDP also produced and distributed nation-wide (12,000 copies in Romanian and Russian), **the Guidebook for the Newly Elected Officials**.

The JILDP interventions resulted in **improved knowledge and especially attitudes of the civil servants** involved.

1.2. Policy development support through advice, analysis and research

The National Decentralization Strategy was developed and approved by the Parliament of the Republic of Moldova on April 5, 2012, with JILDP's persistent and consistent policy advice and support. During the conceptualization phase, JILDP offered advisory support to high level officials during the working session "Decentralization – an option or political commitment" – July, 2010 with the Cabinet of Ministers. The advisory support continued through international expertise (a team of 6 decentralization and 3 HR experts) for problem analysis, strategic vision formulation, and policy formulation, as well as through 6 analytical studies³ that provided the required analytical background for the elaboration of the National Decentralization Strategy.

A fundamentally participatory and inclusive approach was applied to the development of the National Decentralization Strategy. The first draft of the Decentralization Strategy was designed through a series of thematic sessions with the WG of the PC and public consultations with the representatives of the line ministries, civil society, international and local experts.

Similarly, JILDP continued supporting the participation of all stakeholders in the decentralization policy formulation facilitating a vast number of public debates of the draft NDS (19 public debates with local government representatives, and 3 with the civil society organised in collaboration with



³ Studies on Administrative and Financial Decentralization (conducted by IDIS Viitorul NGO); Study of the Territorial Administrative Structure for an efficient decentralisation (Expert Group); Assessment of deconcentrated public services (CPM/BCI) – under Component II; National study on LPA administrative capacity (IDIS/ IDU/AVENSA); Vulnerability Study: Taxonomy and Possible Decentralization Policy Implications for Vulnerable Groups in Moldova (Sergiu Ostaf, Credo).

CALM and the National Council for Participation). The opinion of the local public authorities was also collected through a survey conducted by the State Chancellery. The input collected during the public debates and from the survey was incorporated in the final version of the National Decentralization Strategy.

JILDP's technical assistance facilitated the formulation of decentralization policies in key areas of the reform. JILDP employed international and national expertise to support the sectoral workgroups to analyse the problems in each sector, look into relevant international examples, and formulate the goals of the sectoral policies and the corresponding policy options. The most important outputs achieved in respect of the sectoral decentralization policies are the following:

"What has been achieved so far is a solid ground for implementing the Decentralization Reform"
Victor BODIU,
Government General Secretary

The fiscal decentralization policies were formulated with the support of a highly qualified team of international experts contracted by JILDP. Following a complex simulation and ample analysis covering the 2010 budget execution of all 898 local governments and 32 raions, the workgroup on fiscal decentralization and the Ministry of Finance approved policies regarding a new system of local government revenues based on personal income tax sharing with local governments, and a formula for equalization transfers. The new system will allow local governments to benefit from stable and predictable resources which they will allocate freely to fulfill their responsibilities. Additionally, the system will provide incentives to increase the own revenue collection. A debate on these policy solutions involved a large group of stakeholders of more than fifty participants. The approved policy option triggered amendments of 4 laws⁴ covering local public finances.

The sectoral strategy on property decentralization was elaborated with the involvement of an international company. The analysis of the property decentralization related issues and the relevant international practices enabled an informed and documented choice of the policies on decentralizing public property, including the identification and registration of property, separation by central and local ownership, classification of property for public or private use, etc. The approved policies triggered the elaboration of a new law⁵.

JILDP support resulted in the development of the draft sectoral strategy for education decentralisation. In cooperation with UNICEF, local and international consultants were employed to assist in the development of this document. An important component of the sectoral strategy – the matrix of competences in education – was designed with the support of JILDP and discussed at the meetings of the working group, as well as in three public consultation sessions. The strategy assigns the main responsibility for education to the raion/district level and reinforces the per-student financing principle which leads to more equitable allocation of resources and school network optimization.

Similarly, in cooperation with UNICEF, – a team of local and international experts were hired to support ***the development of the draft decentralization strategy for social assistance. The strategy targets the creation of nation-wide needs and quality assessment systems and the strengthening of the current financing system for social services.*** Both the draft decentralization strategy for education and for social services were debated and approved by the respective working groups in **December 2012.**

An important set of policy documents – as instruments for defining the sectoral decentralization policy documents and the general implementation of the NDS- were developed with the support of JILDP experts. More specifically, the ***Chart of local and central government responsibilities***

⁴ Local Public Finance Law, Fiscal Code, Law on Administrative Decentralization, Law on Local Public Administration.

⁵ Law on Public Property.

across areas of competence was elaborated following the review of a large number of laws during which the competences of all levels of government were identified and mapped. The Chart will further serve as an essential document for decentralizing competences and services. The methodology for assessing the local governments' capacity was also developed and approved with the assistance of JILDP experts.

The concept of the municipium status was designed with the involvement of the JILDP experts. The concept was discussed in three public debates and intends to stimulate the socio-economic development of urban agglomerations and to contribute to the overall development of their catchment areas. The debates on the concept of the municipium status also brought up opportunities for discussing the territorial-administrative reform, as the municipium concept can play an important role in the territorial administrative consolidation.

A significant JILDP effort was dedicated to the analysis, including from human rights and gender equality perspectives, of the current legislation, followed by drafting of ***amendments to 7 laws with direct impact on local autonomy*** (Laws number 436 and 435, Amendments to several Governmental Decisions regarding the State Chancellery and the Territorial Offices of the State Chancellery) ***and other 15 laws. The amended laws were debated and approved by all Parliamentary commissions.*** An important body of legislation was analyzed and revised as a direct result of the policy options approved by the sectoral working groups mentioned above. A draft law on public property was developed; amendments to the fiscal code, the law on local public finance, etc were formulated with the support of the legal advisers contracted by JILDP. If passed, the amended laws will improve the legal framework governing the local government system, by eliminating contradictory provisions, and will also bring it in line with the requirements of the Charter of Local self-government of the Council of Europe.

1.3. Information sharing and knowledge on decentralization and HR and gender responsive local policies among all partners

The main stakeholders in the decentralization process improved their understanding and knowledge regarding the decentralized local government system, and HR and GE responsive local policies, through events and sustainable instruments built with JILDP's support. An initial "Knowledge Network on Local Development and Governance" concept note, developed through consultations with the SC and line ministries, guided JILDP's activities.

Using a series of events, the Government, with JILDP's support, managed to educate the public, generate and share knowledge and information, and enlarge significantly the number of the stakeholders included in the debate on decentralization and HR and GE inclusive development.

Additionally, JILDP contributed to the ***development of e-tools to ensure the continuing development and sustainability of knowledge and information sharing.*** In partnership with CALM, the LOGINcee (Local Government Information Network – <http://www.logincee.org/>)⁶ regional database was incorporated into the CALM website, while the LOGINcee page on Moldova was developed in three languages – English, Romanian and Russian and updated with over 200 papers and relevant documents. An online professional networking tool was also developed and made available on CALM's website. It allows the online interaction, communication and exchange of information, documents and images among the members of the network. Currently there are over

⁶ The Local Government Information Network (LOGIN) aims to promote the professional development of local government officials and their staff and to strengthen the capabilities of organizations that support the reform of public administration at the local level. LOGIN is doing this by facilitating the exchange of timely and useful information at the municipal, regional and national level throughout the countries of Central and Eastern Europe and the former Soviet Union. LOGIN fosters the exchange of experience and expertise on a wide range of local government issues. Information sources, in the form of case studies, best practices, reports, data, and training materials, come from throughout the region and from qualified institutions outside the region.

80 members registered on the network, and their number is expected to grow as the result of the continuous promotion by CALM.

A sustainable tool for professional development- a training program on decentralization and HRBA and GE - for public servants and elected officials was developed in partnership with APA and piloted with 47 participants. The training program was initiated based on a training needs assessment workshop with APA trainers. APA faculty consequently received support from an international company and the JILDP experts to develop the training program. The training program is meant to enrich APA's curriculum in the field of decentralization and is expected to be further included in APA's regular curriculum.

COMPONENT 2: Local Self-Governance and Participation

2.0. Overview

According to the objectives of component 2, JILDP aimed to provide a representative group of local public authorities with the necessary management tools to operate more effectively in preparation for the administrative and fiscal decentralization.

JILDP's intervention to enhance local self-governance has involved both the national and local levels. Eighty percent of the newly elected local officials from the 2011 elections, learned about their responsibilities, local government functions and the governing legislation, through a nation-wide training program organized by the State Chancellery with JILDP's support, using a Guidebook developed for this purpose. In order to ensure that the institutional capacities of the weakest LPAs of Moldova are strengthened, JILDP has ***elaborated a multi-criterial capacity assessment methodology and applied it to 73 local and raion/district administrations***. Using the results of the capacity assessment, with JILDPs' support, each ***LPA devised a capacity development strategy*** and was assisted to implement one of their institutional development priorities.

A third of the raion center towns – the ***10 most deprived developed and started the implementation of socio-economic development strategies based on human rights and gender equality***. With JILDP's methodological and technical assistance, all ten towns succeeded in achieving at least one or two of their development priorities.

With JILDP's support, ***the local governments united their efforts and built one large, representative and apolitical LG Association*** - the Congress of Local Public Authorities from Moldova [CALM]. Moreover, women mayors members of CALM created The CALM Women's Network, which advocates women's issues and promotes women in leadership at the local level.

For the first time in Moldova the application of ***Inter-Municipal Cooperation approach has been introduced and piloted*** as solution to the excessive territorial administrative fragmentation. A pilot IMC project in waste management in the Telenesti rayon has become a model for 'extending the existing public services to neighboring communities'.

A model of a transparent urban information and regulation service was piloted in Chisinau – an instant, on-line, free of charge information provision on urban planning and land management for citizens and companies.

Results under Component 2:

2.1. Support 10 target towns to develop and implement the socio-economic development strategies based on HRBA and Gender Equality principles

With JILDP's technical assistance, **10 of the 32 rayon-center towns in Moldova elaborated and approved their socio-economic development plans in compliance with human rights and gender equality principles.** For the first time in Moldova the process of socio-economic analysis and prioritization of development projects involved not just active local stakeholders (the local authorities, businesses and civil society organizations), but also women and men representing the most vulnerable groups. The result was obtained by building a team of specialized consultants belonging to the most important NGOs engaged in local development in Moldova, who were provided specialized training, and who further facilitated the meaningful participation of the communities.

An innovative **Guide on HR based and Gender Responsive Local Development Planning, Budgeting, Implementation, Evaluation and Monitoring was developed** by a group of international consultants. The guide was used to train a large number of national experts, then published electronically and disseminated to both LPAs and NGOs specialized in the field.

The ten towns were assisted to identify in a participatory way their development needs and to elaborate local socio-economic strategies. The community groups prioritized the interventions after carrying out a community profiling exercise considering human rights and gender disparities. As a result, **12 development projects were implemented:** 3 rehabilitated public lighting, improving public spaces for over 20,000 people; 1 town extended the sewerage network to over 3,000 citizens; 1 town improved access to public institutions (hospital, school and kindergarten) for over 10,000 people; 8 towns improved their education facilities by renovating the schools, kindergartens and playgrounds which host more than 5,000 children.

2.2. Develop institutional capacities of 10 target rayons and their localities

Following the local elections in 2011, the Government has launched a National training programme for the 12,000 newly elected officials. More than **9,000 of them have been trained with JILDP's assistance.** Building on the successful experience from 2007, newly elected officials received information and an induction training in local public administration. According to participants, the training programme helped them to acquire fundamental knowledge on local public administration, the decentralization process, as well as the application of human rights and gender equality principles in local affairs. The Academy of Public Administration served as a knowledge hub for this national initiative.

To provide the government with accurate information regarding the institutional and administrative capacity of LPAs, JILDP has elaborated a multi-criterial capacity assessment methodology and carried out an **assessment of 73 local and rayon/district administrations.** The results, showing that 80% of the rural LPAs lack completely the necessary capacity to perform their functions, have facilitated the identification of solutions to strengthen the local authorities. The same data has been used during the analytical phase of the elaboration of the National Decentralization Strategy.

The seventy-three target local public authorities (LPAs) from the South, Central and North regions of Moldova were assisted to draft, approve, and initiate the implementation of their institutional development plans. All these LPAs **implemented their first organizational and institutional development priorities**, and received grants for this purpose (7000\$ for raion/district and town authorities, and 3000\$ for rural LPAs).

The capacity assessment study was also used for the selection of the 10 towns and 60 communes where JILDP strategic planning interventions were undertaken.

Considering the rights-based and gender-sensitive approach adopted by the decentralization reform in Moldova **JILDP has produced a number of important knowledge products to advance the understanding of the approach.** Five internationally available Knowledge products (KPs) on

human rights and gender equality in decentralization and local development were distributed to the seventy pilot LPAs. The documents were translated in Romanian and printed by JILDP to assist them in their daily operations and service provision: UNDP "Marginalized Minorities in Development Programming", UN Habitat "Gender in Local Development: A Sourcebook for Trainers", UN Habitat "International Guidelines on decentralization and Access to Basic Services", USAID/NDI "Sunshine Budgets: Gender Responsive Budgets in Local Governance", UNDP "Gender Mainstreaming in Practice: A Toolkit".

To further strengthen and increase the understanding of the LPAs regarding the fundamentals of the HRBA, gender mainstreaming and women's empowerment, JILDP organized 10 awareness raising workshops on human rights, gender equality, gender sensitive local development planning and budgeting, during which the LPAs of 10 pilot raions/districts, 10 towns and 58 communities were trained.

2.3. Support for improvement of local public services and utilities management

The Government of Moldova is committed to actively promote, stimulate and support the application of 'inter-municipal cooperation tools', in order to increase LPAs capacities to better deliver quality services. ***A comprehensive Legal Assessment has been carried out to evaluate the legal feasibility and constraints for Inter-Municipal Cooperation (IMC) initiatives*** in the Republic of Moldova. The assessment covered both private and public law acts, and attempted to correlate the competences of LPAs and identify a range of possible legal forms for incorporation of the IMC organizations. A study visit to Macedonia (regional leader in promoting IMC with UNDP support) confirmed that the adjustment of existing legislation is preferable to the elaboration of new specific IMC legislation.

JILDP was among the co-organizers of the First National Conference on Inter-Municipal Cooperation, which debated the opportunities and constraints for implementation of IMC activities.



First National Conference on Intermunicipal Cooperation, June, 2012

The capacities of local CBOs in the area of application of Inter-Municipal cooperation approach were strengthened. Twenty Moldovan experts were trained to initiate and facilitate inter-municipal cooperation initiatives during a 5 days TOT Programme organized by JILDP. In order to ensure a comprehensive methodological support, JILDP ***adapted to the national context and translated in Romanian the 'IMC Toolkit Manual'*** elaborated by UNDP, LGI/OSI and CoE. The book was widely distributed to the Moldovan professional community and local authorities.

With the support of JILDP, ***6 groups of communities succeeded to raise the necessary financial resources to initiate inter-municipal cooperation projects*** for water supply, waste management and rehabilitation of roads (from the National Fund for Regional Development). With the financial support of Think Globally Develop Locally Project (implemented in partnership with UNDP BRC) ***a pilot IMC project in waste management has been implemented in Telenesti***, aiming to create a national model for 'extending the existing public services to neighboring communities'.

As part of JILDP efforts to support the improvement of local public services, ***The Chisinau Municipality was assisted to elaborate and launch the Information System for Urban Planning and Land Management***, which revolutionized the municipal urban planning service. By allowing full transparency of the land management database (information regarding property rights, zoning and building permits), the municipality ensured the transition to a full, instant, and free on-line

information provision on urban planning and land management. Previously 30 days were needed to provide the information, upon submission of a written request.

2.4. Support for the Association of Mayors

The newly established National Association of Local Governments - the Congress of Local Authorities from Moldova (CALM) - achieved institutional and organizational functionality: fully equipped office, professional and skilled staff, internal decision making procedures, communication tools (web page, newsletter), financial sustainability plan. These were achieved through JILDP supports.

In cooperation with the Czech Trust Fund, an ***internal consultation platform was developed to support the national decentralization and public administration reform process.*** Through 3 training events organized by Czech partners and attended by more than 20 representatives of Central and local public authorities, and a study visit to Czech Republic for 10 representatives, knowledge on good practices in the LPA Associations' involvement, promotion and support of in the decentralization reform has been acquired. Thus, as a result of Czech-Moldovan cooperation, a strong partnership between the 2 organizations has been set up and joint projects are under development.

The JILDP technical support, capacity development, and advocacy efforts resulted in the ***creation of the Women's Network as a part of CALM.*** Building on this CALM further adopted a Declaration, Statutory regulations, and an Action Platform of the CALM Women's Network. These documents set priority areas, approaches and actions needed to advocate for increased representation of women in decision-making positions in the public life, as well as for their continuing professional development.

The launching of the CALM Women's Network was preceded by a series of ***gender equality and women's leadership skills development events*** including:

- 10 awareness raising events on human rights, gender equality, gender sensitive local development planning and budgeting- for LPAs from 10 pilot districts, 10 towns and 58 villages (attended by 79 men and 131 women).
- 6 round tables aiming to identify a common agenda and priorities, mobilize women – leaders, and establish the network (attended by 105 women - mayors and councilors).
- 3 seminars on gender responsive governance, resource mobilization and communication, practical approaches to addressing the needs of the most vulnerable and disadvantaged women, men and children in the communities (attended by 52 women – mayors).
- Study tour to Latvia to learn about the experience of Latvian Women Mayors Network and local development initiatives and projects (attended by 17 women-mayors).

With the technical and capacity development support provided by JILDP, the ***CALM Women's Network has successfully elaborated its advocacy and awareness raising campaign*** and deepened the partnerships between its members in the country as well as established sustainable relationships with the women-mayors and women local leaders' associations abroad. Thus, in 2012, the Network organized at least 9 important internal organizational development events, which strengthened the functionality of the Network. Also, the Network facilitated the effective inclusion of the gender equality and women's leadership issues in to the CALM Strategic Plan for 2010-2013 (Strategic Objective 6 on Gender Equality).

COMPONENT 3: Community Empowerment

3.0. Overview

The objective of the third component was attained by mobilizing women and men from the 60 JILDLP pilot communities around community priorities jointly identified with LPAs, and by developing their capacity for effective cooperation with local authorities in the local development processes.

The community mobilization approach, applied by the Programme ***focused primarily on empowerment of communities, with a particular attention to women and men representing the most vulnerable groups***: older persons, women facing multiple forms of discrimination, religious and ethnic minorities, particularly the Roma, persons with disabilities etc. This approach was applied to contribute to the achievement of the Decentralization Strategy's expected outcomes related to HRBA and gender equality.⁷

JILDLP worked in 60 pilot communities to ***create opportunities for men and women to influence local planning processes, local decision-making, and accountability mechanisms***. The programme also developed their capacities to make meaningful choices and express them through and in partnership with LPAs, in order to be truly empowered.

To strengthen the impact and to ensure that the empowerment gains for women and men of the most vulnerable groups are sustainable, JILDLP worked to ensure that the ***community mobilization for empowerment process was integrated with the LPAs local planning processes***.

The key results of the community mobilization for empowerment were the better understanding by the population of the local governance mechanisms of the necessity for increased participation and of their own needs; greater ownership for the local development process and results; improved accountability of the local public authorities to the people of their communities including through establishment of sustainable mechanisms for mutual feed-back; joint (LPAs-communities) identification of development priorities and local development planning and budgeting. This ensured the ***responsiveness of the Local Socio-Economic Development Strategies to the real needs of the communities***, as well as their ownership of the results.

Under the "Community Empowerment" component JILDLP also covered ***Roma social inclusion initiatives***, implemented in four communes with either integrated Roma population (Cania) or with predominantly Roma villages (Tibirica commune with Schinoasa village, Cioresti commune with Vulcanesti village and Buda commune with Ursari village). The JILDLP support in community mobilization for empowerment and local development planning coincided with the nation-wide launch of the National Action Plan for Roma support in the Republic of Moldova (2011- 2015) and its implementation through locally developed plans. The LSEDs elaborated with support of the JILDLP, which fully integrated the Roma social inclusion objectives and activities, were ***recognized as a good practice*** by the Bureau of Interethnic Relations and were recommended as models to be replicated by the other LPAs in the Republic of Moldova. The developed best practices are



Focus group discussion with Roma women and men and Lilian Gotca, Buda commune Mayor. Ursari village, Buda commune, Calarasi district, December 2011

⁷ Annexes 2, 3 and 4 to the National Decentralization Strategy on HRBA, Gender Equality and Vulnerability.

particularly important in the context of decentralization, as social inclusion is an indispensable foundation for a successful implementation of this reform, bringing equitable benefits for both women and men, including those from vulnerable groups.

Results under Component 3

3.1. Develop capacity and transfer knowledge on local development for community actors, taking into account human rights and gender equality aspects



Elaboration of Local Socio-economic Development Plan based on human rights and gender equality in Medveja village, Briceni district

To ensure consistency in the community mobilization and empowerment initiatives, JILDP elaborated a ***Guide on Community Mobilization for Empowerment*** (CME). This Step-by-Step practical guide explains in detail all elements of the community mobilization for empowerment process in the context of rural communities of Moldova. The Guide played a key role in explaining and promoting the benefits of community mobilization across rural areas of Moldova.

Local Public Authorities in JILDP's pilot rural communities elaborated ***60 rights-based and gender responsive Local Socio-Economic Development Strategies***. These strategies responded to the needs identified jointly with the women and men from the communities. To achieve this result the LPAs received

guidance from JILDP to conduct rights-based and gender responsive community analysis (community profiling) and local development planning and budgeting, the results of which were validated with the representatives of the communities. Next, the working groups comprising the LPAs and members of the community worked on drafting the LSEDs to ensure that the measures to address the identified community development needs, human rights concerns, and gender inequalities were incorporated in the LSED.

In addition to the development of a set of methodological, information and advocacy materials, JILDP organized 86 training events and workshops on human rights based and gender responsive local development planning for mayors, local councilors and members of community groups of the pilot communities. A total number of ***1429 persons were trained, out of them 66% being women and 52% representatives of the vulnerable groups***.

3.2. Mobilize target communities for community-led rights based and gender sensitive development

A highly participatory and inclusive community profiling exercise was carried out and completed in 60 pilot communities. The exercise implied identification of human rights and gender equality concerns, in addition to demographic, social and economic analysis. Separate group-discussions were conducted with the vulnerable groups (different in each community) in order to ensure that their needs and priorities are included in the community profiles. The findings of the community profiles were extensively discussed with the community groups during the validation meetings. Key local development priorities were identified and agreed upon by both representatives of communities and authorities. The issues identified through the community profiling exercise served for the elaboration of the local socio-economic development strategies/plans as well as for mobilizing members of the communities and forming community development groups. Women made over 70% of the community groups, ***71 community groups were established as a result of the CME process***, of which 61 groups including representatives of

vulnerable groups, and 8 groups composed predominantly or solely of representatives of vulnerable groups, including 4 groups established by Roma, and 3 groups established by elderly and/or disabled women and men.

The members of the established community groups, including women and men representing the most vulnerable groups, effectively participated in elaboration of the Local Socio-Economic Development Strategies and community project initiatives. They were able to advocate for the inclusion of their needs among the wider community priorities. To attain this, JILDLP organized 250 public meetings with a variety of community groups while maintaining a focus on the vulnerable. Each of the meetings was devoted to one of the following themes: 1) human rights and gender equality community analysis, 2) validation of identified human rights and gender equality community issues, 3) mainstreaming of human rights, gender equality issues and vulnerable groups' needs into LSEDs, 4) human rights and gender equality problem and solutions analysis (causality analysis) for community project initiatives. In addition, 452 workshops were organized to develop skills of the vulnerable women and men in identification of their needs, voicing them and effectively advocating for their incorporation into the local development plans (attended by 9345 women and men, 37% of them representatives of vulnerable groups). As a result of the **community mobilization for empowerment efforts, local groups have developed 62 project proposals on community initiatives**, which were financially supported by JILDLP. In addition JILDLP supported the development of at least 36 secondary projects, of which 10 have been financed from external resources. In compliance with the Decentralization Strategy's HRBA and Gender Equality expected outcomes as well as according to the National Action Plan on Roma Support, JILDLP conducted a thorough analysis of the root causes for Roma social exclusion, in particular with respect to pre-school education in rural areas. Based on the findings, JILDLP implemented a basic program of activities to address exclusion of Roma girls and boys from education, which resulted in the increase of their attendance rates.

JILDLP supported 9 communes to establish Community Information Centers (CICs). To improve access of women and men from vulnerable groups to information and IT services at the local level, nine Community Information Centers were equipped each with: 2 desktops and multifunctional printers/scanners/copy machines as well as were with basic furniture and heaters. The staff of the CICs was trained to ensure effective service provision targeting women, men and children from vulnerable groups. As a result, a wide range of information services was provided by CICs. Due to these services, beneficiaries of CICs - women and men, mostly from vulnerable groups - increased their capacities in identifying job opportunities, necessary medical services, public services, etc. The total number of CICs beneficiaries was at least 743, including: 357 (48%) women, 386 (52%) men, over 75% children & youth, circa 3% elderly persons and persons with disabilities, over 20% ethnic minorities. Each of the nine supported CICs developed a sustainability plan and received the commitment of the mayor and LPA for further support.



Education of Romani children should be the key priority for their parents. This is the way to have Roma among the doctors, lawyers and astronauts.

*Arthur Cerari, Roma Baron of Moldova, JILDLP
"Increased access of Roma girls and boys to preschool education" round table, Calarasi town, 1/10/2012*



Visitors at the Tibirica Community Information Center, August 2012

3.3. Support for human rights based and gender sensitive Local Development/community Programs

Over 57,000 direct people (52% women) from 60 communities have benefitted from improved services in their own locality, as the result of rights-based and gender-sensitive development.

Sixty-two human rights based and gender responsive community development projects were implemented, funded with 807,595 USD awarded by JILDP as grants. As an element of sustainability, all communities have contributed with funds to the co-financing of the projects. In total, the local contribution, mainly from local budgets, but also from raion/district councils and other donors has reached about 45% from the total cost of the projects.

The project proposals were developed after thorough consultations with various vulnerable groups and based on the analysis of the community profiles and aimed at addressing the key development priorities, human rights concerns and gender inequalities. The projects were drafted jointly by the women and men members of the community groups, together with their mayors and local councilors. JILDP provided grants after a thorough evaluation of the projects objectives, expected results and potential impact on the vulnerable groups. The evaluation of the project proposals received from the pilot communities was based on the JILDP Guide for elaboration, selection and implementation of the human rights based and gender responsive project initiatives. Grants were awarded to projects which aimed to improve the living standards, fulfill fundamental human rights of the entire community, target gender positive impact, and to empower women and vulnerable people.

"I would be thankful if our village school had a canteen, so children could have a snack... as there is no food at home sometimes..."

Single mother, Pererita village

The majority of development priorities of the project initiatives targeted improvement of conditions in kindergartens and schools (33 projects), as well as extending of kindergarten premises to host more children.

Through the JILDP funded projects, 7 playgrounds and 5 stadiums, together with the necessary equipment for sport activities, are functional and in place.

With JILDP's support 10 communities have street lighting, 5 communities have improved road infrastructure, 5 rural communities have local community transportation service, 2 communities have improved public infrastructure and access to public services, and three communities have clean water supply systems. Agricultural public markets for agricultural products are fully functional in two rural communities.



Members of Community Group discuss their priorities with Mr. Roman Ciubaciuc, Mayor, Cantemir town, June 2012

COMPONENT 4: Transnistria and Security Zone

4.0. Overview

The objective of the fourth Component was ***to empower rural communities from the Transnistria region of Moldova (TN), as well as from the Government controlled area of the Security Zone of***

the Transnistria region, to participate in local development planning, implementation and monitoring, and to enable local actors to deliver public services and upgrade the basic infrastructure.

JILDP covered 2 districts of the Transnistria region (Camenca and Grigoriopol) as well as the areas of the Security Zone located on the left bank of Nistru River, which are under Moldovan Government control. Nineteen communities from the Transnistria region and 11 from the Security Zone were assisted.

The fourth component objective has been achieved using the community mobilization methodology developed and described at Objective 3. Considering the specificity of the region, the methodology applied in Transnistria region was focused especially on mainstreaming gender equality in local development, with less focus on the comprehensive human rights based approach.

Support was provided to priority initiatives identified by local community members. The initiatives aimed to improve basic infrastructure and social services. A special attention was given to capacity development of the CSOs. CSOs were trained in subjects like: community empowerment, as well as human rights and gender equality in local development. The training was adapted to the specifics of TN.

4.1. Mobilize target communities for community-led development

Thirty communities, 19 from Transnistria (Camenca, Caterinovca, Sloboda Rascov, Podoima, Rotari, Severinovca, Valea Adinca, Ocnita, Grusca, Crasnii Octeabri, Colossovo, Vinogradnoe, Shipca, Glinoe, Hirtop, Bychok, Kuzmin and Hrustovaia) and 11 from the Security Zone (Molovata Nouă, Vasilevca, Corjova, Cosnita, Pohrebea, Dorotcaia, Pirita, Varnita, Copanca, Cocieri, and Hagimus) were ***mobilized and empowered to develop inclusive, participatory and gender sensitive development plans.***

The local communities were assisted in participatory and gender sensitive monitoring and evaluation of local development initiatives. Training events on project writing and management were conducted for them. For the monitoring and evaluation processes, new data was collected and analyzed, using vulnerability disaggregated indicators.

The community groups have been trained and they acquired abilities for elaboration and implementation of small local development projects, focusing on acute local problems of mothers, vulnerable families and children. During the implementation process, local groups were assisted by JILDP to include vulnerable groups in activities, improve the gender balance through affirmative actions and increase the access of vulnerable groups to local services.



As a long term result, ensuring sustainability, two initiative groups were registered as NGOs, and more than half of the ***community groups wrote secondary project proposals and are currently involved in fund-raising activities.***

To contribute to the overall JILDP awareness raising and advocacy efforts to promote gender equality and women's rights in Transnistria region, JILDP organized a ***photo exhibition "Women of Transnistria: diversity and uniqueness"*** with an aim to depict women in rural areas. The exhibition was attended by more than 500 visitors in over two weeks and raised great interest.

4.2 Develop capacity and transfer knowledge on human rights and gender responsive local development for community actors

A special priority of this component was given to capacity building of CSOs in TN. Twenty local organizations have gained and already applied their knowledge and skills in community empowerment, gender sensitive local planning, project management and implementation, as well as gender mainstreaming. Among them, **5 NGOs received technical assistance and were involved in local planning and projects' implementation** through a series of training workshops on community empowerment and project management. These sustainable results were achieved



conducting 2 ToTs and a final retreat training conducted by an International NGO (Ukrainian Women's Fund). The training workshops were interactive and participatory, based on real examples from Transnistria, and using the Guide -"Gender Mainstreaming, Community and Women's Empowerment in Local Development Initiatives"- developed specifically for Transnistrian NGOs.

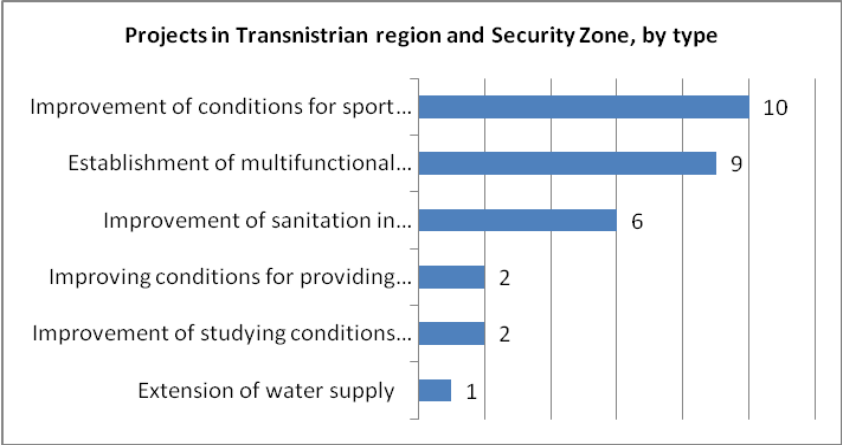
Considerable shifts have occurred in the capacities and attitudes of the participants as tracked throughout the process of the TOT and the follow-up meetings. The participants gained knowledge and real expertise in mapping problems, target groups, stakeholders, and statement of goals, objectives, and action plans; risks and threats of gender stereotypes and possible ways of its coping; gender analysis of policies, budgets, educational curricula and *How to persuade* and support advocacy with facts and explanations *as to promote* the idea of gender equality as a whole („how to look and find „gender windows“). During the final retreat training the participants and trainers could assess the knowledge and practical application of skills gained, and most importantly the NGOs initiated a common platform for networking on gender mainstreaming in local development. This platform would serve as a mechanism through which direct and indirect (by policy or established practice) gender inequalities would be signaled, and common reports to gender mechanisms would be formulated.

Regular **Gender Equality coordination and information sharing mechanism for NGOs, Region's Health and Social Protection authorities and donors have been established.** Three coordination meetings have been held on the topics of "Gender Equality in Local Development", "Economic Empowerment of Women" and "Gender Analysis in Development". During the meetings, -with participation of 103 persons, out of which 88 women (86%) and 15 men (14%) – the main issues discussed were gender analysis of budgets, education policies and curricula, economic empowerment of the women, sexist advertising. By launching the quarterly GE Coordination Meetings in Transnistria, the JILDLP aided representatives of the Transnistrian authorities, local CSOs, women's, other groups (single mothers, persons with disabilities, older persons etc.) as well as the development partners to create **a sustainable coordination and information sharing mechanism on gender equality and women's rights.** The regular meetings provide a good platform, which from 2013 will be taken over by the UN Confidence Building Measures programme.

4.3. Support the implementation and monitoring of local development initiatives

As a result of the community development initiatives in Transnistria region and the Security Zone, more than **25,000 people from the 30 communities benefited from quality local public services** and improved access to them, such as healthcare, education, sport, public leisure activities services; public access to information through community centres, better opportunities to participate in local meetings, counseling, cultural and extracurricular education.

These initiatives significantly improved community services on: education, sports, public leisure activities and health, facilitated and stimulated participation of people in local decision making processes, and in particular for vulnerable groups.



The projects improved many of the time and resource consuming activities for the local people, as for example contributed to **creation of community centers to increase access to information** (eliminating, for example, the need for a 40 minute travel by bus to obtain the necessary papers for the people from Grushka and Vinogradnoe), **counseling, cultural and**

extracurricular education (by providing safe playgrounds for children from Colossovo, Copanca and Hajimus, which before were playing on the roads). The projects **improved schools and kindergartens** (window system in Bychok, sanitation blocks in Shipca) and provided equipment and rooms/playgrounds for sport and cultural activities in Camenca, Sloboda Rashkov, Podoima, Rascov, Hirtop, Krasnyi Oktyabri, Malovata Noua, Corjova, Copanca, and Hajimus. The **opportunities for children raised as well opportunities for their parents**, esp. mothers that had to take care of the children most of their time, to gain access to information (Krasnyi Oktiabri, Hirtop, Ocnita, Vasilevca, Varnita – new computer rooms), and have sufficient time to travel to nearby villages for work.

The JILDP staff, together with two local consultants and one technical consultant provided guidance to the teams of local action groups to complete the implementation of projects. In order to support the monitoring and evaluation process, a matrix was developed and was applied in partnership with local consultants.

III. A HUMAN RIGHTS BASED APPROACH, GENDER EQUALITY AND WOMEN'S EMPOWERMENT

Background

The bilateral consultations between UNDP and Sida headquarters on the idea of a common global initiative on Human Rights based Approach (HRBA) in 2009 resulted in the selection of 3 pilot countries - Moldova, Bangladesh and Mozambique – with Moldova to start off right away. **JILDP was selected for piloting the HRBA in the reform of the local government system** (decentralization). UNDP and Sida agreed on a common definition for HRBA focusing on four key principles: accountability, participation, non-discrimination and transparency⁸. Since the JILDP was implemented jointly by UNDP and UN Women, the strong focus on gender equality and the use of two complimentary approaches– gender mainstreaming and women's empowerment – in all the programme stages were agreed upon between Sida, UNDP and UN Women.

Rationale and objectives

European Union integration has become the organizing idea of the national and international policy of Moldova. To achieve this, Moldova needs to gradually comply with the European standards (the "Copenhagen criteria") among which respect for fundamental human rights, securing equality between women and men rank high.

The government of the Republic of Moldova acknowledges that direct and indirect violations of human rights take place, including violations of women's rights, permitted by laws, policies, budget decisions etc. The trends in Moldova show that despite positive steps in legislation, gender inequalities still widely persist in practice. Most often, such challenges cannot be addressed by legislation alone. The only way to ensure that the benefits of development reach the most vulnerable men and women equally is to adopt two complimentary approaches - **mainstreaming and empowerment** - to all of the reforms and action.

"The Government commits to implement the decentralization reform, using a human rights and gender equality approach."

Victor Bodiu,
Secretary General of the Government of Moldova
Donors' Council Meeting,

There is a common understanding that decentralization can be an effective way to close some of these gaps by enhancing democratic citizenship and making service delivery more responsive and efficient, taking into account the specific needs of all women and men as well as of those groups who are most disadvantaged and vulnerable.

Decentralization and local development represent important policies for the effective accomplishment of a range of human rights including economic, political, social and cultural rights. In addition, social inclusion of marginalized women and men or groups - such as ethnic minorities, particularly Roma, persons with disabilities, women facing multiple forms of discrimination, older persons, religious minorities, and others - is generally recognized to depend on the proactive efforts of local public authorities.

Decentralization – the devolution of powers and competences to the lowest competent level – involves also devolution of human rights and gender equality responsibilities to the lowest level. Key human rights issues to be followed in a decentralization process include (a non-exhaustive list):

- Ensuring that budgetary competences and resources follow devolved powers;

⁸ Lina Stenberg; Notes from HRBA meeting, 2009-11-24.

- Ensuring that in the process of decentralization, no persons or group benefit or suffer disproportionately, and that patterns of historic discrimination are effectively challenged;
- Ensuring that adequate processes for public consultation are established and functioning. As concerns key questions such as the scope and nature of decentralization, standards of genuine consultation require at a minimum that the public is asked to provide input prior to the development of any policy or plan, and that consultations are undertaken in terms readily understandable to a lay person;
- Ensuring that effective mechanisms for petition, redress and remedy are established parallel to devolved powers. The decentralization process is indeed an opportunity for Moldova to develop mechanisms to assist individuals in having greater access to the public administration.

The Government of Moldova put a special emphasis on promotion of the gender equality in decentralization reform by acknowledging that ***democracy, good governance, equality between men and women and respect to human rights are primary outcomes of the decentralization agenda.***

HRBA, gender mainstreaming and women's empowerment process

According to the HRBA assessment⁹ and the mid-term evaluation mission¹⁰ the JILDP team succeeded in mainstreaming gender equality and HRBA across a multi-faceted programme due to working effectively across program components at multiple points of entry, thereby holistically tackling complex issues at various levels (policy, local administration and community level).

The programme team took a staged approach to build an evidence base before designing and operationalizing strategies. Thus, during the programme inception phase the programme team gathered critical data on human rights, gender equality and vulnerability in the context of the reform¹¹ that later was used for policy, communication and advocacy purposes¹². Further, the study of perception of women and men from vulnerable groups on accessibility of local services and decision making¹³ helped to deepen understanding of the main issues in targeting gender equality and universal human rights in the context of the decentralization reform. During the implementation phase a set of policy notes¹⁴, methodologies and tools for rights-based and gender responsive decentralization reform¹⁵, local planning and community mobilization were elaborated and widely discussed with CSOs and the state authorities of all levels. This sound methodological and data base ensured an ***effective and consistent application of the HRBA and gender equality in the policy advice, capacity development and advocacy work of the programme.***

⁹ Undertaken by SIDA HQ, UNDP HQ and BRC in May 2011

¹⁰ April 2012

¹¹ "Vulnerability Study: Taxonomy and Potential Implications of Decentralization Reform on Vulnerable Groups" and "Who is missing from local development?" brochure, 2011

¹² Advocacy and Information Campaign "Who is missing from local development?"

¹³ Sociological Study "Access of women and men of vulnerable groups to services and decision making at the local level", 2012.

¹⁴ Policy notes on HRBA, Gender Equality and Vulnerability were elaborated for the State Chancellery. The policy notes later served the grounds for mainstreaming HRBA, GE and Vulnerability into Decentralization Reform

¹⁵ Human Rights Based Approach and Gender Equality in Local Development and Decentralization reform Implementation Guide (for Programme team and partners), Guide on Human Rights based and Gender Responsive Local Socio-Economic Development Planning (for LPAs and CSOs), Guide and Toolkit on Community Mobilization for Empowerment (for programme team, LPAs, community groups and other CSOs); Gender Mainstreaming and Empowerment of Women and Communities in Transnistria.

The operationalized vulnerability concept induced new thinking on applying human rights and gender equality approach, including to local level development processes. The approach offered tools and frameworks to guide government and civil society and helped communities to understand how vulnerability of different socio-economic population categories can influence the degree to which women and men representing vulnerable groups were marginalized from meaningful participation and their personal/group/community empowerment. The JILDP and its partners acknowledged the fact that the lack of developed civil society in rural areas of Moldova capable to meaningfully participate in local development and low capacity and accountability of local authorities hinder the decentralization reform from reaching its objective of building democratic autonomous local governments.

JILDP promoted a **community development model** empowering individuals and vulnerable groups that seek to identify and overcome obstacles to progressive achievement of human rights. The community mobilization approach, applied by the Programme focused primarily on empowerment of communities, with a particular attention to women and men representing the most vulnerable groups: older persons, women facing multiple forms of discrimination, religious and ethnic minorities, particularly the Roma, etc. Empowerment was considered by the JILDP the starting point for local development and a core element of local democracy enabling equitable local service provision. Mobilizing communities for empowerment complemented the capacity development efforts targeted towards the local authorities.

Throughout its implementation, JILDP focused on strong **alignment of its principles and actions with the international and national commitments on human rights and gender equality** of the Republic of Moldova.

Thus, JILDP **gender mainstreaming and women's empowerment** initiatives effectively targeted change in a number of issue areas identified by the CEDAW Committee in their concluding comments (2006), specifically:

- Introduction of gender mainstreaming strategies in public institutions, policies and programs supported by training (JILDP mainstreamed gender equality and women's rights issues in the Decentralization Strategy, sectoral decentralization strategies, local socio-economic development strategies);
- Advocacy campaigns to enhance women's awareness regarding their rights (JILDP launched the nation-wide campaign "Who is missing from local development?" highlighting the conditions of women facing multiple forms of discrimination);
- Measures to ensure that poverty alleviation programs are gender-sensitive and targeted to particular groups of women, e.g. Roma, women with disabilities, older women (JILDP team ensured that the Decentralization Strategy, sectoral decentralization strategies, and local socio-economic development strategies address gender inequalities as well as target women facing multiple forms of discrimination);
- Measures to increase the number of women in decision-making positions, in particular at the local level (JILDP supported women mayors and councilors to establish the Women's Network of mayors and councilors under the auspices of CALM, advocating for increased women's leadership at local level).

The HRBA application in JILDP implementation targeted inclusion of the CERD and CESCR Committee recommendations (both 2011) and UPR recommendations (2011):

- Measures to ensure disaggregated data collection (on sex, age, ethnicity, religion, disability) and its use in the Community Profiles, leading to targeted measures to reduce vulnerability and improve social inclusion through the Local Development Strategies.

- Capacity building of LPAs and CPAs, as well as local community groups in order to increase access to information and participation in local decision-making processes, with a focus on vulnerable groups.
- Targeted measures to increase access to education of Roma children, improve access for persons with disabilities and accommodate social inclusion for religious groups.

Key results achieved

The Programme stands out in many ways because of its success in operationalizing HRBA, gender mainstreaming and women's empowerment in the context of the decentralization reform. The JILDП and its key partners have demonstrated that better results can be achieved by incorporating gender equality and HRBA at all levels and all activities of a decentralization strategy. The JILDП built confidence among national and local authorities that decentralisation is feasible despite the complexities.

Key highlights include:

- Sound methodologies, wide consultations and inclusive participatory processes of women and men of vulnerable groups resulted in incorporation of HRBA and gender equality principles in the Decentralization Strategy, which became the first national policy in Moldova based on HRBA and gender equality principles and included human rights and gender equality outcomes.
- The Decentralization Strategy has a comprehensive monitoring and evaluation framework using indicators defining the seven domains of the Strategy with key indicators disaggregated by gender and vulnerability (including residential area, income, age, ethnic origin, religious affiliation, disability), potentially increasing the government's accountability for equal results of the reform for women and men from vulnerable groups;
- Highly participatory local analysis (community profiling), that identified key human rights concerns and gender inequalities, reinforced by intensive capacity development, which allowed LPAs from 10 towns and 60 communes to succeed in improving accountability frameworks and in applying the HRBA and gender mainstreaming in local development planning (70 Local Socio-Economic Development Strategies soundly including human rights and gender equality analysis, targets and actions);
- The Local Socio Economic Development Strategies elaborated in the communities with Roma population, have the social inclusion of Roma as a strategic objective. The Bureau of Interethnic Relations recommended LSEDs elaborated with support of JILDП as a good practice to be replicated by the other LPAs with Roma populated communities in Moldova.
- The community mobilization for empowerment methodology was elaborated, tested and proved its efficiency, allowing women and men representing the most vulnerable groups from 70 communities to successfully advocate for their needs, and effectively partner with LPAs in local development planning;
- The strategic support to female mayors and councillors to build capacities via CALM resulted in the establishment of the CALM women's network of 113 members, making the voice of women leaders at local level stronger.
- The Adaptive approach in Transnistria focusing on gender equality as an entry point to a broader HRBA - doubled by training and technical support for Transnistrian CBOs and NGOs on gender mainstreaming and women's empowerment in local development- resulted in the establishment of an NGO network on gender equality. The interest of the NGOs in solving gender inequalities is high, thus gender leaders were identified and the NGOs committed to

signal issues and identify indirect gender discrimination in policies and practice (incl. by contributing to CEDAW alternative reports of the Republic of Moldova, due for examination in 2013)

The JILDP sought to integrate a comprehensive gender and HRBA into a complex program structure that encompassed three inter-related realms of policy, local governance and community empowerment, plus an additional focus on the Transnistria region. The team faced considerable challenges to find practical means to operationalize theoretical concepts in a way that led to measurable changes in people's lives. In spite of the complexities and challenges, the team made notable progress, managing against the odds to mainstream gender and human rights into diverse programme activities, thereby making a valuable contribution to transformative change processes.

JILDP's success in effectively mainstreaming gender and HRBA is especially noteworthy given the complexity of the programme, its geographic breadth, and the lack of pre-existing methodologies. The success is evident in the decentralization policies, the improved awareness and capacity of the LPAs to target the most vulnerable women and men, and the expanded public participation (including vulnerable groups) in the local development processes. In addition, the work done in Transnistria, to introduce new concepts of gender equality and human rights, made a significant contribution to the nascent civil society organizations there.

IV. COOPERATION AND PARTNERSHIPS

The Joint Integrated Local Development Program is a programme of the Government of Moldova, implemented in partnership with UNDP and UN Women, coordinated by the State Chancellery, with financial and expert support from the Government of Sweden. JILDP was born under the sign of partnership and cooperation, without which such a complex reform, touching a large part of the central government and all of the local authorities, would not be possible. Moreover, this kind of ***reform needs the support of the population and the civil society organizations.***

Partnership with Central and Local public authorities

During the project implementation many ***ministries and governmental agencies have been involved in a continuously expanding partnership.*** A particular good relation has been established with the State Chancellery, the Ministry of Finance and the Ministry of Education.

During the inception phase of JILDP, cooperation with over 140 rural and urban communities from 20 raions and Transnistria region was established. At a later stage, in 2011, seventy target urban and rural communities from 10 raions/districts have been selected using such criteria as LPA administrative capacity, the degree of transparency and citizens' involvement in decision-making process, vulnerability and the degree of deprivation. As result, partnerships with the 70 JILDP target communities in Moldova and the 30 from Transnistria and the Security Zone have been strengthened. A special partnership was established with the Congress of Local Authorities.

JILDP adapted its activities to the priority areas of the National Programme on Ensuring Gender Equality 2010 – 2015, such as: improvement of gender disaggregated data collection and analysis, capacity development of local authorities for gender mainstreaming, etc., through effective cooperation with the Department of Equal Opportunities of the Ministry of Labor, Social Protection and Family. The JILDP, through its Roma social inclusion and Romani women's empowerment initiatives, supported the implementation of the National Action Plan for Roma support (2011-2015), thus contributing to the work of the Bureau of Interethnic Relations.

Partnership with donors

JILDP engaged in ***an active dialog with, and secured the collaboration of, other donors*** for a successful achievement of its goals.

JILDP has assisted the State Chancellery in organizing the first donors' coordination meeting for decentralization and local governance. Representatives of 16 donor institutions took part in this meeting. The JILDP/SC was designated as leading partner and focal point for organizing similar coordination meetings on a quarterly basis. In order to support the implementation of the National Decentralization Strategy, the Government created the Donor Council for the Decentralization Reform, the mechanism that facilitates communication and efficient coordination of donor interventions and assistance in local governance and development.

JILDP continued its good cooperation with the Soros Foundations. Together with the East – East



Partnership without Borders Program of the OSI/Soros Foundation – Moldova, JILDP organized an international exchange visit for public officials. The Good Governance Program of the Soros Foundation – Moldova offered JILDP financial assistance for strengthening of the legal framework for local financial autonomy, and has also commissioned directly a study on conflict of interest at local level, which influenced the provisions of a new law.

A partnership with the Czech Trust Fund to support CALM in building up an efficient platform for decentralization has been established.

UNICEF has joined JILDP's technical assistance efforts in drafting the decentralization strategies in education and social services.

The Council of Europe provided expertise for the conceptualization of the decentralization reform. The Council of Europe has been a major partner of JILDP in organizing the International Conference “Decentralization Reform: from strategy to action”, and has brought several senior international experts to participate in the conference and provide review of the current policy proposals. The International Conference was also supported by UNICEF and the Soros Foundations.

A dialogue regarding decentralization and regional development is evolving with a number of bilateral donors and embassies (USAID, the embassies of 12 new UE member, GIZ, etc.). For instance the JILDP products regarding IMC are widely used in the process of implementation of the USAID (through Local Government Support Program in Moldova) and GIZ projects of assisting local governments in improving municipal service delivery.

Partnerships with Civil Society Organizations

In the policy field, JILDP has partnered with the main think tanks (Expert Grup, IDIS Viitorul, IDU, etc) to carry out policy studies in fields like administrative and fiscal decentralization, territorial administrative structure, etc. These studies were widely discussed by the Parity Commission's working groups and served in the process of elaboration of the NDS. The partnership with APA was particularly important for the capacity building activities implemented by JILDP. The positive cooperation with this institution resulted in the successful implementation of the introductory training for the newly elected officials and the development and piloting of the training on decentralization for public servants and elected officials.

To ensure the most effective programmatic results ***JILDP involved a wide range of non-governmental organizations and community based organizations.*** These organizations are especially valuable as they represent or assist those people experiencing inequality and discrimination on the grounds of gender, ethnic origin, religion or belief, age and disability. Thus, JILDP established sustainable partnerships for advocacy and capacity development with 35 organizations working on gender equality and women's rights, human rights, rights of Roma, older persons, and persons with disabilities, youth, as well as with the independent media, focusing on investigative journalism. In Transnistria, more than 30 non-governmental organizations and community groups participated in regular gender equality coordination meetings, while representatives of 5 CSOs took part in the TOTs on gender equality and local development.

V. COMMUNICATION AND VISIBILITY

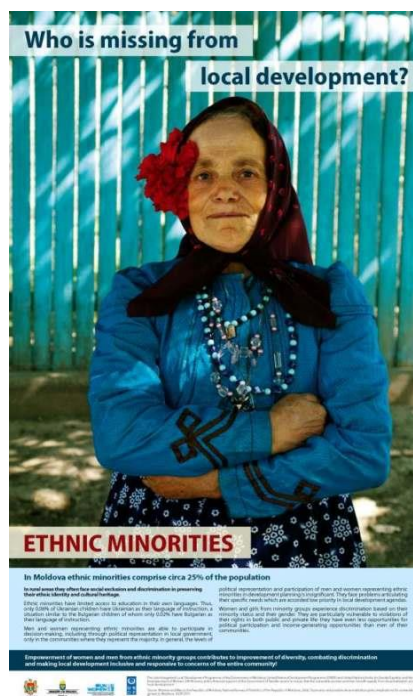
Providing adequate and regular information regarding the progress of the decentralization reform policies, as well as JILDP's activities, was one of the main foci of the programme. Engaging in a large variety of communication activities, the State Chancellery and JILDP managed to significantly raise awareness and build a critical mass of supporters of the decentralization reform based on human rights and gender equality. To achieve this, **JILDP supported a complex set of communication and outreach activities** involving different communication tools and channels, and targeting different groups achieving a continuous and well organized communication process regarding the decentralization reform. The Government was assisted to develop a **Communication strategy and a Communication Plan**. The Communication Strategy provides the roadmap for all communication activities to support the Government's decentralization efforts. To ensure the provision of timely and accurate information on the reform process, the Official Web page on decentralization has been designed, launched and, updated regularly (www.descentralizare.gov.md). This website is the main online channel offering first hand information on the reform. It also allows feedback and two-way communication with the public.

The public is currently better educated and informed about decentralization and the human rights and gender equality related aspects due to the active involvement of the local and national printed press (national newspapers: Timpul, Jurnal de Chisinau, Ziarul de Gardă, Funcționarul Public; and 14 local newspapers - Cuvântul, Cuvântul Liber, Ecoul Nostru, Est Curier, Expresul, Gazeta de Sud, Gazeta de Vest, Glasul Natiunii, Glia Drochiana, Novaia Gazeta, Observatorul de Nord, Ora Locala, Spros i Predlojenie, Unghiul) which published a series of 82 thematic articles in the last three years. These articles were supplemented by regular press-releases (58) issued by JILDP and the SC, published on the web and distributed to the press.

Thirty thematic TV shows organized at Aici TV, Publika TV, Moldova1, Jurnal TV, TV7, Pro TV, and 60 radio shows from Radio Europa Liberă, Vocea Basarabiei, Radio Moldova allowed for a more interactive communication with the public at large, where the central and local government representatives and JILDP experts were able to explain the details of the reform and its impact on public service provision and on the local communities.

To recognize the contribution of the media in the process of reform, the SC and JILDP offered awards to three journalists for their professional reflection of decentralization issues.

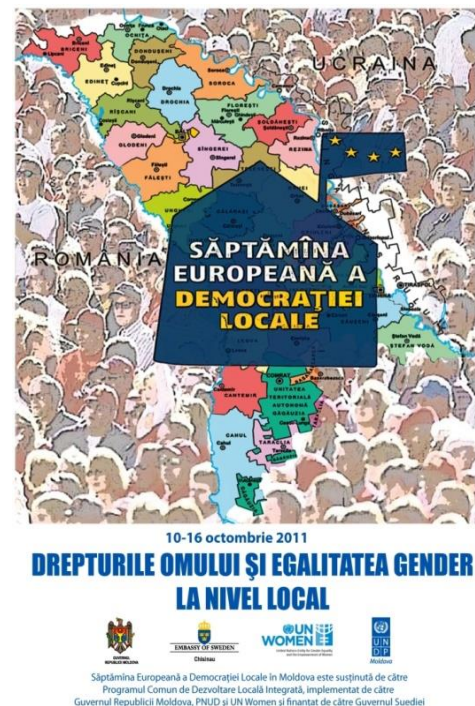
For a better illustration of **the implementation and the impact of the decentralization reform**, 7 TV films were produced and presented on the main national TV channel, and also during various JILDP activities: "Local autonomy – better living conditions", "Discrimination against Romani Women in Moldova"; "Role of Women in Local Governance"; "Community Empowerment - a Key for Inclusive Local Development in Moldova"; "The rights of older women and men in the context of decentralization reform"; "Women mayors and councilors" and "HRBA and GE in the context of decentralization". The documentaries were also produced to support the advocacy campaign on HR, GE and vulnerability aspects of the decentralization reform mentioned below.



Given the innovative nature of the approaches – human rights based approach, gender mainstreaming and women’s empowerment – applied in the context of the reform, a good part of JILDLP’s advocacy and awareness raising work was devoted to the human rights and gender equality dimensions of the decentralization reform. A special campaign **“Who’s missing from local development?”** raised awareness about the needs and constraints faced by women and men representing the most vulnerable groups (rights holders) to access quality local services, participate in development planning and benefit equally from local development. The campaign conducted by JILDLP targeted decision-makers and the general public spanning a large array of activities: 13 photo exhibitions “Vulnerable Groups in the Context of Decentralization”¹⁶, printed advocacy materials (posters, leaflets and brochures), and TV programmes. JILDLP also arranged a series of public and media debates on the importance of special actions to ensure equality of reform results for women and men representing vulnerable groups.

Another part of JILDLP’s human rights and gender equality advocacy focused on the duty bearers. Thus, more than 80 LPAs joined the European Local Democracy Week (ELDW) events organized throughout the country, advocating for democratic participation at the local level¹⁷. The localized theme of the ELDW in Moldova was “Human Rights and Gender Equality at the Local Level” and was symbolically heralded by a special series of postal envelopes and stamps with the logo of the EDLW.

The Human Rights based Approach and Gender Equality issues were mainstreamed throughout the key Component’s activities. For this purpose a set of conceptual frameworks, communication and outreach HRBA/GE messages, glossary of terms for inclusion of human rights and gender equality considerations into local governance and decentralization was made available.



¹⁶ Exhibitions organized in Chisinau, Soroca, Hincesti, Nisporeni and Straseni, including for the International Roma Day, International Day of Older People, UN Day, and International Human Rights Day.

¹⁷ a National Conference on “Local public Authorities in promoting human rights and gender equality at local level”; Round Tables and Open Day Doors organized in 12 villages and towns around Moldova, essay contests for school children, “boxes of ideas” placed in the mayoralities’ offices, etc.

VI. MANAGEMENT AND MONITORING ARRANGEMENTS

The Joint Integrated Local Development Programme is managed as a *joint initiative* of two development agencies (UNDP and UN Women) and the Government of the Republic of Moldova, the State Chancellery being the National Implementation Partner. Cooperation between national and international partners has been achieved through the following institutional management structure (1) Programme Coordination Board; (2) Inter-Agency Coordination Committee; (3) JILDP Implementation Team.

The **Programme Coordination Board** (PCB) had eight meetings. The meetings resulted in approved progress reports, work plans, quarterly and annual budgets, as well as decisions on specific implementation issues related to the selection of target beneficiaries, establishment of grants' size to support community initiatives, the transfer of assets from the JILDP balance to the beneficiaries and many others. The details of the proposals raised and decisions adopted at each Board Meeting were summarized in minutes, all written and approved/signed right after the meetings.

The **Inter-Agency Coordination Committee** (IACC) had seven sessions (which usually took place before PCB meetings). Each session evolved around discussions of, and agreements on, quarterly work plans and budgets, as well as on specific issues related to program implementation such as: update on HRBA progress, organization of the a mid-term programme evaluation, initiating and improving the donor coordination mechanisms in the field of decentralization and local autonomy. The details of the proposals raised and decisions adopted at each IAAC Meeting were summarized in minutes.

The JILDP team consists of:

- The **management team**: an International CTA, a Managing Director, Policy Advisors/Managers for program components and UN Women placed the International Gender Specialist (IGS), one Programme Analyst on HR and GE, and one Programme Associate.

Additionally, the programme management is assisted by the following specialists: JILDP Human Rights in Local Development (HRLD) Adviser and Capacity Building & Knowledge Management (CBKM) Adviser, as well as one UN Human Rights Adviser.

- The **support team**: 1 Financial Associate, 2 administrative assistants and 2 drivers.

The **CTA** provided continued substantive and substantial inputs to the Decentralization strategy and associated processes by liaising with the State Chancellery and other national and international partners, so that the decentralization reform moves forward. Meantime, the CTA continued to lead and provide strategic guidance in all programme components to the national team of JILDP and subcontracted experts.

The **Managing Director** was responsible for facilitation and coordination of the Programme and of other general activities including communication and mass-media relations, interaction with the Government, as well as reporting, monitoring, and evaluation.

The **Policy Advisors/Managers** of the programme components were responsible for planning and management of programme activities, as well as for achieving the proposed performance indicators within each component.

The **International Gender Specialist** (IGS) had the responsibility to ensure an effective management and synergy of the programme, efficient achievement of JILDP programme goals and the objectives on gender equality and women.

The **two advisers** on HRLD and CBKM have provided advisory support and analytical feedback on incorporation of HRBA principles and tools, Capacity Building and Knowledge Networking in the activities of JILDP.

The **UN Human Rights Advisor** provided advisory support to the JILDP team on effective HRBA mainstreaming into all components of the project, with emphasis on areas of more strategic importance, as well as inputs on specific HRBA activities.

Monitoring of the implementation of programme activities was conducted through: Quarterly Activity Reports, Operative meetings (held when necessary), weekly meeting of the Programme Team, and monitoring mission for evaluating the programme activities. Quarterly reporting was done by preparing narrative and progress reports, accompanied by comments on the achieved results and performance indicators. Quarterly reports were presented and discussed in the frame of the IACC meetings. Consequently, these reports were approved at the PCB meetings. Operative meetings were organized in a planned or ad-hoc manner in order to assess the interim results or the final implementation of certain activities, such as submission of studies, assessment of community initiatives etc. Usually these meetings were accompanied by records (written minutes), shared with all relevant stakeholders, including the State Chancellery. Special monitoring missions were organized in order to verify the results of the field implemented activities. Usually, these missions were conducted by project's managers or/and advisers, local consultant and are accompanied by the special mission report. During the period of May – June, 2012 a **Mid-term Review of the JILDP** was conducted. The evaluation, with a specific focus on the gender equality and human rights based approach implementation, highlighted key findings (including best practices and lessons learnt), and analysis of opportunities to provide guidance for the future programming, conclusions and recommendations. Based on this evaluation, a concept note for the expansion of interventions, which UN Moldova can offer as support to the Government to continue the implementation of the approved decentralization reform strategy, was developed.

The progress in JILDP's **piloting of HRBA in decentralization reform and local development** received an overall positive feedback from a team of joint Sida and UNDP HRBA Mission organized in May 2011. The overarching purpose of the mission was to follow-up and consolidate prior and ongoing work on the partnership between the Swedish Embassy and UNDP on the integration of a human rights approach in the decentralization reform through UNDP/UN Women Joint Integrated Local Development Program (JILDP). The mission was undertaken by the following members: Helena Bjuremalm, Sida Stockholm, Democratic Governance and HR, Lisa Fredriksson, Sida Stockholm, Democratic Governance and HR, Shireen Said, Policy Advisor on Human Rights, Democratic Governance Group, BDP, UNDP, and Monjurul Kabir, Policy Adviser, Human Rights, Justice and Legal Empowerment, UNDP Europe & CIS, Bratislava Regional Centre. During the meetings with Embassy of Sweden, UNDP, UN Women, UN HR Advisor and UN Women Gender Advisor, joint HRBA team, the national counterparts State Chancellery, National Participation Council and a group of selected CSOs, the achievements, gaps and lessons learned of HRBA piloting were discussed.

VII. CONCLUSIONS AND LESSONS LEARNED

Constant efforts should be directed to the institutional capacity building for decentralization. The efficiency of the support provided depends crucially on the institutional and individual capacity of the national counterpart. Central government has to strengthen its policy making, regulation, monitoring and evaluation functions – essentially moving away from a direct administration and service provision functioning mode. Local governments have to understand what the changes are and how to operate in the new framework – they need new knowledge and skills (strategic planning, budgeting, human resource management, etc.). Given the importance of the reform, the assistance should be focused on building understanding among the main actors on the essence of the reform, built in mechanisms and the need to mainstream the HR&GE approach into the reform core actions. Exchange of experience from good international practices on decentralization can significantly improve understanding and change attitudes of public officials.

Since the decentralization reform is broad and deep, a **common understanding of goals and outcomes, as well as sharing of values** has to be built across all stakeholders. JILDLP has proven that only a collective effort to identify challenges and best policy solutions can be successful. Moreover, **sustained communication and dialogue with the population** is needed, so that the population buys in, demands and supports the changes, which sometimes are not obvious and may imply some sacrifices.

Optimization of the territorial-administrative structure is a pillar for decentralization. Strengthening the administrative capacity of local governments, reducing the territorial fragmentation, and optimizing the territorial-administrative division of the territory are fundamental pre-conditions for the successful implementation of the decentralization reform and its strategic objectives. The government has to define its vision about this issue and, after public debates involving all stakeholders, should adopt a clear policy.

Human rights and gender mainstreaming (accountability, gender equality, transparency, participation and non-discrimination) are essential principles of the reform. They ensure that central and local governments are accountable primarily to their citizens and communities (constituencies) and that all citizens benefit equally from the reform and the resulting improvements in service provision. A sustained effort has to be ensured, so that **governmental officials understand the principles** and how to incorporate them in policies, while **citizens, especially the most vulnerable, have and use the necessary tools to make their voice heard and rights upheld.** **Community mobilization for empowerment** has proven an effective method to help individuals or groups, especially those women and men which are frequently marginalized, socially excluded and discriminated, to make and express their choices and needs and determine local authorities to address them.

Successful implementation of the HRBA&GE requires professional skills, true commitment and support of the implementation team and the governmental counterparts. The experience and success of the Moldovan government in decentralization was shared globally at the UNDP event in Costa Rica (Global Human Rights Community of Practice Meeting) and during the UNDP's HRBA International Conference in Moldova. The success stories, JILDLP methodology and government commitment to HRBA and GE received broad appreciation.

Consolidated efforts with central authorities and development partners to promote and build IMC capacity are necessary. Inter-municipal cooperation is a key element in a high-quality and efficient service provision. Improvement of local public service activities shall be in line and respond to development trends and actions from the Decentralization strategy and the Government Action Plan. The existing national capacity for inter-municipal cooperation (individual experts and

institutions) is very limited. To ensure an adequate level of quality, significant capacity development efforts (lead by international experts) are recommended.

Both the Board and staff of the local government association need the same level of attention in terms of capacity building. The capacity building activities of the CALM should mandatorily target both the Management (Secretariat) and Governance (Administrative Board and General Assembly) of the institution. Strengthening the Secretariat and neglecting the capacity of the Administrative Board leads to a risky situation where the opinion of technical staff tends to replace the aggregated (consensus) voice of local authorities.

Large scale induction training for local elected officials is essential after every local election. An estimated of 50% of local elected officials are new to the job, without prior training or knowledge of local governance. As the political parties do not show interest and state authorities, including Academy of Public Administration, have limited resources for their training, a more coordinated effort from various donors should be made after the elections in order to train the newly elected officials. The induction training should be complemented with permanent training courses, including e-learning opportunities.

Community Empowerment is a central element for local development initiatives. In Moldova, the evidence on how the most vulnerable people are affected by the local development indicates that such groups still face significant challenges at the local level. This is why empowerment, as the process of enhancing the real possibility that an individual or a group, especially those women and men frequently marginalized, socially excluded and discriminated, can make and express choices and transform their choices into desired actions and outcomes, should be treated as the central element for local development initiatives along with local governance and services.

Developing a successful model of community mobilization for empowerment requires time - at least 2 full years. Genuine community empowerment requires ample time and nurturing. During March – April 2012 the JILD pilot communities are subject to CME audit aiming to identify the implementation progress and the status of the various aspects of the CME process. There might be some communities, which will require more time for implementation of the community project initiatives, beyond programme duration (December 2012).

Strengthening capacities of local CBOs is a crucial element in ensuring sustainability of community mobilization for empowerment efforts. Separate efforts should be made to support the transformation of local participatory groups into registered CBOs at local level.

For a successful local planning based on HRBA and GE, it is critical to show some tangible (albeit small) results at the earliest possible stage. These results serve to reinforce commitment of marginalized community groups that they have the capacity to influence the local development agenda. Small but highly visible actions and results at intermediate stages lead also to sustain LPA interest representatives related to the HRBA in local development.

A tailor made approach to community mobilization for empowerment is needed in Transnistria. Considering the lack of capacities at local level and the highly centralized and politicized public administration, a strong cooperation with other development initiatives in Transnistria is necessary. Use of simplified community mobilization procedures in identifying community development priorities, strategic planning, monitoring and evaluation processes should continue to be the main tools applied in Transnistria. Coordination with the UNDP “Confidence building measures project” will ensure complementarity in actions and will avoid overlapping. In Transnistria, is not advisable to locate new community services provided by NGOs or CBOs on local government premises, even if they offer convenient conditions. The risk is to have those new services suspended or hindered once new leadership is appointed at local level.

VIII. FINANCIAL REPORT

The JILDP budget for programme implementation was funded from the following sources, as shown below.

JILDP sources of funds, USD

Received, USD	2010	2011	2012	TOTAL
SIDA – UNDP	1,550,752.00	2,315,175.00	1,070,574.69	4,936,501.69
SIDA – UNWOMEN	516,917.33	771,725.33	352,286.00	1,640,928. 66
TRAC* allocations UNDP	340,000.00	150,000.00	100,000.00	590,000.00
SOROS UNDP**		50,000.00	20,000.00	70,000.00
Total received	2,407,669.33	3,286,900.33	1,542,860.69	7,237,431.35

*TRAC UNDP (Target from Resources Assignment from Core)

**SOROS contributed with financial support for certain activities that are in line with project goal.

These financial resources were distributed by the Administrative Agent in line with the JILDP project document to each participating agency. Overall UNDP received 5,596,501.69 USD (SIDA contribution is 4,936,501.69 USD) and UN Women 1,640,928.66 USD. In addition to direct funding the programme engaged LPA allocations for local development projects reaching about 474,000 USD.

In the table below the preliminary expenditure report for 2010-2012 period is presented. The final consolidated financial report will be elaborated and submitted as per Standard Administrative Agreement provision Section V Article 1.d *“no later than seven months of the year following the financial closing of the Joint Programme”*

JILDLP expenditure for 2010-2012, USD

Reporting Period	UN Agencies	Total	Program Support Cost	Output 1	Output 2	Output 3	Output 4
2010	Total JILDLP	2,135,805	124,127	499,389	876,887	490,406	144,996
	UNDP	1,873,903	106,993	411,210	792,245	451,246	112,208
	UN Women	261,902	17,134	88,179	84,642	39,160	32,788
2011	Total JILDLP	2,683,492	182,149	534,944	1,049,833	586,065	330,501
	UNDP	2,012,550	131,662	365,354	881,366	481,142	153,026
	UN Women	670,942	50,487	169,590	168,467	104,923	177,475
2012	Total JILDLP	2,374,843	148,823	406,565	486,015	1,172,490	160,950
	UNDP	1,685,034	103,695	329,137	402,686	797,872	51,644
	UN Women	689,809	45,128	77,428	83,329	374,618	109,306
2010-2012	Total JILDLP	7,194,140	462,326	1,408,920	2,350,760	2,215,939	628,214
	UNDP	5,571,487	349,577	1,073,724	2,014,322	1,697,238	308,645
	UN Women	1,622,653	112,749	335,197	336,438	518,701	319,569

IX. NEXT STEPS

Given the stringent need to continue the implementation of the Decentralization Strategy, and building on the success of the Joint Integrated Local Development Programme, the State Chancellery and the United Nations have designed a new Programme phase. The new programme will support the implementation of the Decentralization Strategy both at the policy level and through local level interventions.

The **Overall Objective** of the Programme is to support better and equitable service provision and sustainable local development, facilitated by the improved legal and institutional framework resulting from the implementation of the National Decentralization Strategy. The **Immediate Objectives** of the Programme are:

- To support the Government in improving the policy and legal framework as mandated by the National Decentralization Strategy to ensure local autonomy, availability of resources, and more effective local management for better and equitable service provision.
- To improve the capacity of LPAs to deliver efficient, equitable and accessible local public services, to facilitate sustainable development and foster social inclusion.

Both areas of the programme underline the national ownership and strengthening capacities at the local level to speed up economic recovery, reduce poverty and inequality, and ultimately supporting the achievement of the MDGs. The Programme interventions will continue to apply a human rights-based approach, gender mainstreaming and women's empowerment, in line with national development priorities and MDG targets for 2015, while responding to the challenges of European Union integration driven reform.

UNDP and UN Women will support the Government in implementing this new phase of JILDP. The Programme period is 2013-2015 and there is interest and commitment from the Swedish Embassy and Danish MFA to finance the new phase of the programme.

X. ANNEXES

Annex 1 - Logical Framework Table

ANNEXES on CD:

Logical Framework Table – Indicator Based Performance Assessment

Reports and studies:

1. *Summary Vulnerability Study: Taxonomy and possible decentralization policy implications for vulnerable groups in Moldova (JILDP, 2010) (EN, RO, RU)*
2. *Analytical study on optimal administrative-territorial structure for Republic of Moldova (JILDP 2010) (EN, RO)*
3. *Assessment Report of the Administrative capacity of local public administration authorities (JILDP 2010) (EN, RO)*
4. *Monitoring of Participation of Women and Vulnerable Groups in 2011 Local Elections – Sociological study (JILDP, 2011) (EN, RO)*
5. *Property Decentralization Assessment in Republic in Republic of Moldova. Analysis of current situation (JILDP, 2011) (RO)*
6. *Property Decentralization Assessment in Republic in Republic of Moldova. European case studies comparative analysis (JILDP, 2011) (RO)*
7. *Property Decentralization Assessment in Republic in Republic of Moldova. Management of common areas in apartment blocks (JILDP, 2011) (RO)*
8. *Property Decentralization Assessment in Republic in Republic of Moldova. Tools for CPA and LPA property and responsibilities classification. Policy proposals. (JILDP, 2011) (RO)*
9. *Report on Local Government Finances. International Practices and Models (JILDP 2011) (EN, RO)*
10. *Report on Policy Proposals for Improvement of Local Government Finance System in Moldova (JILDP 2011) (EN, RO)*
11. *Sociological Study on Women and Men Representing Vulnerable Groups in Local Development from Human Rights Perspective (JILDP, 2012) (EN, RO, RU)*
12. *Concept for assigning Municipality Status to certain towns-district centres (JILDP, 2012) (RO)*

Knowledge products:

1. *Brochure “Who is missing from local development?” (JILDP, 2011) (EN, RO, RU)*
2. *Guide of the Local Elected (JILDP, 2011) (RO, RU)*
3. *Community Mobilization for Empowerment – guide and toolkit (JILDP, 2011) (EN, RO)*
4. *Guide on Strategic Planning for Socio-Economic Development Incorporating Gender Equality and Human Rights Based Approach (JILDP 2011) (EN, RO, RU)*
5. *Guide for Inter-municipal Cooperation (JILDP, 2012) (RO)*
6. *Marginalized Minorities in Development Programming (UNDP, 2010) (EN, RO)*
7. *Sunshine Budgets Awards – Democracy and Governance in Albania Civil Forum & Local Government and Decentralization in Albania Project (USAID/NDI/LGDA, 2006) (EN, RO)*
8. *Gender Mainstreaming in Practice: A Toolkit (UNDP, 2007) (EN, RO, RU)*
9. *Gender in Local Government: A Sourcebook for Trainers (UN-HABITAT, 2008) (EN, RO)*
10. *International Guidelines on Decentralization and Access to Basic Services for all (UN-HABITAT, 2009) (EN, RO, RU)*
11. *Guide for elaboration, selection and implementation of the project initiatives to be awarded with grants (JILDP, 2011) (EN, RO)*

12. Guide for gender-sensitive local development on JILDP experience in Transnistria (November 2012) (RU)

TV programs:

1. *Discrimination against Romani Women in Moldova (JILDP, April 2011) (EN, RO, RU)*
2. *Role of Women in Local Governance (JILDP, December 2011) (EN, RO, RU)*
3. *Community Empowerment - a Key for Inclusive Local Development in Moldova (JILDP, March 2012) (EN, RO, RU)*
4. *Older persons of Moldova (JILDP, November 2012) (EN, RO, RU)*
5. *Local autonomy – better living conditions (JILDP, November 2012) (EN, RO, RU)*
6. *Human Rights-Based Approach and Gender Equality in the context of Decentralization (JILDP, December 2012) (EN, RO, RU)*

Strategies, Plan of Actions on Decentralization:

1. *National Decentralization Strategy and Action plan for implementation of NDS for 2012-2015. Law no 68 as of 05.04.2012 (EN, RO, RU)*
2. *Draft Action Plan for patrimony decentralization in Republic of Moldova, including draft Law on public property in annex (RO)*
3. *Draft Education Sector Decentralization Strategy (version of December 2012) (RO)*
4. *Draft Social Services Decentralization Strategy (version of January 2013) (EN, RO)*

Annex 1. Logframe – Indicator Based Performance Assessment

Outputs	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance	Source of Verification	
Outcome: To create (1) at policy level an enabling environment in Moldova for democratic local governance and community-led development through a facilitative policy, legal framework and institutionalized participatory, accountable, equitable local governance practices; and (2) at community level self-sustaining processes of social, economic and environmental development.							
Output 1 National legal, policy and advisory framework	1. Institutional framework to lead the decentralization reform established and functional	1. Institutional framework is not established. No/or very limited capacity	1. Institutional framework to lead, coordinate and monitor the decentralization reform established	Institutional framework to lead, coordinate and monitor the decentralization reform established		* GD #608; 5.07.2010 * Minutes PCD * Parity Commission Working Groups' Minutes	
	2. # of training events provided to Government officials, LPA, CSOs on decentralization and HR & GE based approaches.	2. No training provided to Government officials, LPA, CSOs on decentralization; No training on HRBA and GM provided. No HRBA and GE in Decentralization and Local Development methodology available; No disaggregated statistical data on HR&GE	2. 10 training events provided to Government officials, LPA, CSOs on decentralization, 6 of which include HR and gender-based decentralization and local development. HRBA and GE in Decentralization and Local Development methodology	* 12 training events conducted including: - 4 Workshops/Trainings on the elaboration of the National Decentralization Strategy, human rights based approach (HRBA) and gender equality (GE) for high-level officials, core-members of Parity Commission Working Groups, academia and civil society. - 2 JILDP Strategic Planning Workshops with trainings on Decentralization essentials, HRBA and GE for key JILDP government partners and JILDP team - 4 specialized trainings on HRBA and gender mainstreaming approaches, HR and GE principles in decentralization and local development, HR and GE analysis of legislation for State Chancellery decentralization division, legal consultants working of the Special Parliamentary Commission on Decentralization & CSOs; - 2 trainings on HRBA and GE in Decentralization (Education and Social Assistance) for the Working Groups on Sector Strategies of the Ministry of Education and Ministry of Labor, Social Protection and Family. - Two study visits in Poland and Latvia (Decentralization and		* Events' reports * Agendas * Lists of participants * Human Rights Based and Gender Equality in Local Development and Decentralization Methodological Guide	

Outputs	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance	Source of Verification	
			available.	<p>Local Autonomy Development:</p> <p>"Successful European Models for the Republic of Moldova" Study tours in Poland and in Latvia) for members of the Parliament, central and local governments' representatives and CSO's experts (32 participants – CBOs, CPAs and LPAs representatives)</p> <ul style="list-style-type: none"> - PhD program "Management and structure of public administration institutions; public services" at the Academy of Public Administration under the President of the Republic of Moldova for one public servant from the State Chancellery with a key role in the decentralization reform. - One executive development summer school "The Intergovernmental Fiscal Relations and Local Financial Management" in Budapest, Hungary - one high level public servant representing the State Chancellery - Master II program "Local Autonomy and public policies in Europe" - one public servant representing the State Chancellery <p>* Human Rights Based and Gender Equality in Local Development and Decentralization Methodological Guide elaborated.</p>			
	3. Decentralization Strategy and Action Plan designed and widely consulted	3. No vision, strategy and action plan/road map towards the reform	3. Vision, strategy and action plan/road map towards the reform approved	Decentralization Strategy and Action Plan designed, widely consulted and approved		* Law #68, 5.04.2012 published in the Official Gazette from July 13, 2012	
	4. # of debates and consultations on decentralization organized for different groups of stakeholders,	4. No debates on decentralization organized in the past 3 years for different groups of stakeholders,	4. 16 debates and consultations on decentralization organized for different groups of stakeholders,	<p>31 Public Debates, 5 International Conferences and 8 Public Consultations conducted, including:</p> <p>Debates:</p> <ul style="list-style-type: none"> - 19 public debates on the National Decentralization Draft Strategy with the LPAs; - 3 public debates on the National Decentralization Draft Strategy with the CSOs - 3 public debates on the Matrix of Competences in Education 		<p>* Events' reports</p> <p>* Agendas</p> <p>* Lists of participants</p>	

Outputs	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance	Source of Verification	
	including vulnerable groups;	including vulnerable groups;	including vulnerable groups	<p>with the LPAs</p> <ul style="list-style-type: none"> - 3 public debates on LPA administrative capacity assessment methodology with the LPAs. - 1 public debate on the legislative amendments in the field of local public finance (amendments to the Fiscal Code and the Law on Local Public Finance) - 1 public debate "Decentralization Strategy Opening Opportunities for Women and Men Representing Vulnerable Groups: Roma" for representatives of ministries, local public authorities, CSOs, women and men from Roma communities. - 1 public debate "Decentralization Strategy Opening Opportunities for Women and Men Representing Vulnerable Groups: Older Persons" for representatives of central public authorities, representatives of local public authorities, CSOs, community groups of older persons. <p>Conferences:</p> <ul style="list-style-type: none"> - 1 International conference "Models of the Decentralization Reform and Development of Local Autonomy" (50 participants – CPA and LPA representatives, CBOs, international and local experts) - 1 international conference "The Decentralization Reform: from Strategy to Action" (150 participants – CPA and LPA representatives, members of Parliament, international experts, community groups and CBOs) - "The UNDP Global Human Rights Community of Practice Meeting" in San Jose, Costa Rica (1 high level public servant from the State Chancellery) - One international conference "The Council of Europe Conference of Ministers Responsible for Local and Regional Government", in Kiev, Ukraine (2 high level public servants) - "The institutional and economic partnership as a chance for the sustainable development of the European regions", 8th Self-Government Forum, in Szczecin Poland (1 public servant from the State Chancellery) <p>Consultations:</p> <ul style="list-style-type: none"> - 1 public consultation on the first draft of the National Decentralization Strategy for Parity Commission Working 			

Outputs	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance	Source of Verification	
				<p>Groups, representatives of line ministries, CSOs, international experts and development partners;</p> <p>- 6 public consultations on the JILDLP studies in support of Decentralization Strategy for representatives of line ministries, Academy of Public Administration and CSOs.</p> <p>- 1 consultation on international experience on education sector decentralization for the school principals from Chisinau.</p> <p>- 1 roundtable "Administrative Decentralization in the Republic of Moldova – vision, problems and solutions" in partnership with the Academy of Public Administration</p>			
	5. # of studies on decentralization aspects deriving from the Decentralization Strategy, including HR and Gender dimensions	5. No studies and analysis enabling the decentralization reform.	5. Minimum 8 studies	<p>19 Studies on decentralization reform including:</p> <ol style="list-style-type: none"> 1. Analytical study on optimal administrative-territorial structure for Republic of Moldova 2. Local public finance through the perspective of financial decentralization in Moldova 3. Report on Administrative Decentralization in the Republic of Moldova 4. Assessment of deconcentrated public services in the Republic of Moldova 5. Assessment Report Administrative capacity of local public administration authorities 6. Report on Local Government Finances. International Practices and Models 7. Report on Policy Proposals for Improvement of Local Government Finance System in Moldova 8. Intermediary progress report on Moldova Intergovernmental Fiscal System. 9. Strategic Issues of Education Decentralization in Moldova 10. Policy Proposal for an Action Plan for decentralizing public property in the Republic of Moldova 11. Assessment of the property decentralization in the Republic of Moldova. Analysis of the current situation. 12. Assessment of the property decentralization in the Republic of Moldova. Comparative analysis of case studies from European countries 		www.decentralizare.gov.md	

Outputs	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance	Source of Verification	
				<p>13. Assessment of the property decentralization in the Republic of Moldova. Administration of common spaces in the apartment blocks.</p> <p>14. International Experience in Decentralizing Social Assistance and the use of Human Rights Based Approach.</p> <p>15. Guide of Newly Elected Local Officials</p> <p>16. Guide on the System of Public Administration Authorities of Gagauzia</p> <p>17. Vulnerability Study "Taxonomy and possible decentralization policy implications for vulnerable groups in Moldova".</p> <p>18. Sociological Study "Monitoring of Participation of Women and Vulnerable Groups in 2011 Local Elections".</p> <p>19. Sociological Study "Access of Women and Men Representing Vulnerable Groups in Moldova to Services and Decision Making at the Local Level".</p>			
	6. # of policy recommendations for improvement of the policy framework for decentralization;	6. Policy framework is not adequate for the decentralization reform.	6. Minimum 8 policy recommendations	<p>7 of policy recommendations for improvement of the policy framework for decentralization, including:</p> <ul style="list-style-type: none"> - fiscal decentralization; - property; - education (draft sectoral strategy on education decentralization); - social assistance decentralization (draft sectoral strategy on social assistance services decentralization); - municipality status; - 2 Conceptual Recommendations for State Chancellery on: Decentralization and Gender Equality; Decentralization and HRBA. 		<p>* Minutes WG on finance from 29.05.2012, 20.09.2012;</p> <p>* Minutes WG property from 04.12.2011, 22.02.2012;</p> <p>* Draft sectoral strategies for education decentralization and social assistance services decentralization.</p>	
	7. # of proposals for amendment of the legal framework submitted to the	7. Legislation on LPA doesn't include the HR and GE perspectives. New law on Local Public	7. Legislation amended, including from HRBA and GE perspectives, law on Local Public	36 Legal Acts related to the Decentralization Reform, public finance, public property, administrative decentralization, and local public administration were reviewed in terms of compliance to the National Decentralization Strategy (including from HRBA and gender equality perspectives 72 amendments and changes proposed); Amendments and changes were elaborated and proposed to 26 of the reviewed Legal Acts.		* Bill of law № 343 for: <ol style="list-style-type: none"> 1. Land Code 2. Law on the Constitutional Court 3. Law on constitutional jurisdiction 	

Outputs	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance	Source of Verification	
	Government	Finance doesn't ensure the legal framework for decentralization.	Finance drafted and submitted to the Government.			4. Law on roads 5. Law on the normative price and the procedures for land sale and purchase 6. Law on the public communal services 7. Law on local public administration * Report of review and recommendations for amendments and changes to 21 Legal Acts *Minutes of the WG on Finance 3 from 20.09.2012	
	8. Knowledge Network (KN) established and functional	8. No networking on local governance and development involving Central Government, LPAs, AAP, CSOs. Little attention paid to knowledge management, extracting best practices and lessons learnt. Actions undertaken are sporadic and not	8. Knowledge Network (KN) established and functional	Two knowledge sharing products were created and are functional on CALM website (the LOGINCee regional database and a professional networking tool); * Knowledge Product "Human Rights Based Approach, Gender Mainstreaming and Women's Empowerment in Decentralization Reform and Local Development.		http://calm.md/index.php?option=com_wrapper&view=wrapper&Itemid=165&lang=ro ; http://congresul.ning.com/	

Outputs	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance	Source of Verification	
		facilitated professionally.					
	9. Training modules in local governance and development including HR and GE dimensions designed and proposed to be part of Curricula at APA	9. # of trainings provided to Governmental officials, LPAs, CSOs on decentralization. No curricula in APA on decentralization issues including HR and GE dimensions.	9. Training modules on decentralization elaborated for the Curricula at APA, including HRBA and GM into local governance	One training module on decentralization and HRBA and GM in local governance elaborated and piloted by APA, for the APA curriculum		Training materials and agendas for the ToT and the piloting sessions, lists of participants to the ToT and the piloting sessions	
	10. Communication and awareness raising strategy on human rights and gender responsive decentralization reform designed	10. No communication strategy for the decentralization reform	10. Communication and awareness raising strategy on human rights and gender responsive decentralization reform designed	Communication Strategy of the Decentralization Reform elaborated, approved by the Department of Decentralization Policies and submitted to the Government Communication and Media Relation Department.		www.decentralization.gov.md	
	11. # of awareness raising and advocacy events on HR and gender responsive	11. # of awareness raising and advocacy events on HR and gender responsive	11. Annual awareness raising and advocacy campaigns on human rights and gender	* Government Decentralization Reform web-site www.descentralizare.gov.md created & regularly updated; * 58 news releases posted on the websites and distributed to the mass-media; * 60 thematic radio programmes on various aspects of decentralization organized at Radio Europa Libera, Vocea		www.descentralizare.gov.md TV films: http://www.youtube.com/watch?v=nwWkjVmEiV8 http://www.youtube.com/watch?v=6YZH1oILYK8 http://www.youtube.com/watch?v=PnCLRouN3dU	

Outputs	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance	Source of Verification	
	decentralization reform	decentralization reform# of awareness raising and advocacy events on HR and gender responsive decentralization reform	responsive decentralization reform conducted.	<p>Basarabiei, Radio Moldova;</p> <p>* 82 thematic articles and news published in national newspapers: Timpul; Jurnal de Chisinau; Functionarul Public; Ziarul de Garda; 14 local newspapers - Cuvântul, Cuvântul Liber, Ecoul Nostru, Est Curier, Expresul, Gazeta de Sud, Gazeta de Vest, Glasul Natiunii, Glia Drochiana, Novaia Gazeta, Observatorul de Nord, Ora Locala, Spros i Predlojenie, Unghiul;</p> <p>* 30 thematic TV shows organized at Aici TV, Publika TV, Moldova1, Jurnal TV, TV7, Pro TV;</p> <p>* 5 press trips/media debates were organized in a target locality of the Programme: Ciuciuleni, Telenesti district (03.09.2012); Festelita, Stefan Voda district(28.08.2012); Ciulicani, Nisporeni district (25.06.2012); Nisporeni (24.10.2012), Suhuluceni,Telenesti district(30.01.2012).</p> <p>* A contest for journalist on “Decentralization reform in mass media” organized.</p> <p>* "Who is missing from Local Development?" Brochure and 5 posters;</p> <p>* 13 Photo exhibitions, including 3 on "Vulnerable Groups in the Context of Decentralization"; 6 dedicated to the International Roma Day, International Day of Older People, UN Day, International Human Rights Day; 4 dedicated to the International Roma Day, UN Day, International Human Rights Day;</p> <p>* 7 TV films on human rights, gender equality and vulnerability aspects of Decentralization Reform: “Local autonomy – better living conditions”; “Older persons of Moldova”; “The Role of Women in Local Governance”; “Discrimination against Romani Women in Moldova”; “Women's Network that resurrect villages”; “Community Empowerment - a Key for Inclusive Local Development in Moldova”; “HRBA and GE in the context of decentralization”.</p> <p>*4000 leaflets "Joint Integrated Local Development Programme" in 3 languages printed.</p>		<p>http://www.youtube.com/watch?v=xVjgONiw05Y</p> <p>http://www.youtube.com/watch?v=bviQZj02JM8</p> <p>http://youtu.be/zj0hwHTd4c0</p> <p>www.undp.md</p> <p>News in TV, radio & electronic media:</p> <p>http://www.aicitv.md/ro/news/arhive/510/strategia-descentralizarii/listaction/arhive</p> <p>http://www.voceabasarabiei.net/ro/stiri-politica/21380-parlamentul-a-dat-und-verde-strategiei-naionale-de-descentralizare.html</p> <p>http://www.voceabasarabiei.net/ro/stiri-politica/15751-premierul-vlad-filat-prin-descentralizare-autoritile-locale-vor-dispune-de-puteri-depline-dar-i-de-responsabiliti-pe-msur.html</p> <p>http://www.europalibera.org/content/article/24469692.html</p> <p>http://www.europalibera.org/content/article/24701700.html</p> <p>http://www.europalibera.org/content/article/24666361.html</p> <p>http://www.europalibera.org/content/article/24563198.html</p> <p>http://www.europalibera.org/content/article/24424953.html</p> <p>http://www.zdg.md/social/descentralizarea-posibilitati-pentru-cei-dezavantajati#more-52112</p> <p>http://www.zdg.md/social/festelita-%e2%80%93-satul-in-care-a-inceput-descentralizarea</p> <p>http://unghiul.info/social/2268-descentralizarea-o-apropriere-de-cetean</p>	

Outputs	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance	Source of Verification	
Output 2 Capacities of LPAs in the target regions improved	1. # towns with approved HR and gender responsive Social and Economic Development Strategies	1. 0 towns have Social and Economic Development Strategies based on HR and gender impact analysis	1. 10 towns with approved HR and gender responsive Social and Economic Development Strategies	10 towns with approved HRBA based SE Development Strategies		*Decisions of approval of SE Strategies taken by Local Councils of 10 towns.	
	2. # public debates with # of stakeholders by types (local institutions, CSOs, private sector, general population (50% women and 20%vulnerable groups) involved	2. 0 public debates involving 0 stakeholders by types (local institutions, SCOs, private sector, general population (50% women and 20%vulnerable groups) involved	2. 20 participatory public debates involving 600 stakeholders by types (local institutions, SCOs, private sector, general population (50% women and 20%vulnerable groups) involved	30 participatory public debates involving 640 local stakeholders, including 462 women (72%), 177 men (28%), 71 older persons (11%), 40 young (6,25%), 102 ethnic minorities (16%).		*Public debates minutes *Reports of the facilitators of the participatory process	
	3. # of initiatives from Social and Economic Development Strategies implemented	3. 0 initiatives from Social and Economic Development Strategies implemented	3. 10 initiatives from Social and Economic Development Strategies implemented	11 initiatives from SE Development Strategies implemented		* Implementation reports	
	4. LPA Capacity	4. Lack of LPA Capacity	4. LPA Capacity	LPA Capacity Assessment Methodology elaborated		Methodology Paper	

Outputs	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance	Source of Verification	
	Assessment Methodology elaborated with JILDLP support	Assessment Methodology	Assessment Methodology elaborated				
	5. # of districts and # towns with Capacity development strategies approved	5. 0 districts and 0 towns with Capacity development strategies approved	5. 10 districts and 10 towns with Capacity development strategies approved	10 districts and 8 towns with capacity development strategies approved	JILDLP Steering Committee decided to exclude 2 towns from the beneficiaries-list	* Draft Strategies * Decisions of the Local Councils on strategies approval	
	6. # of training organized involving a # of LPA representatives trained in the areas relevant for the decentralization reform	6. 0 training organized involving 0 LPA representatives trained in the areas relevant for the decentralization reform	6. 30 training organized involving 600 public servants trained in the areas relevant for the decentralization reform	<p>55 training held for local public officials, including:</p> <ul style="list-style-type: none"> * 10 training workshops on "Strengthening capacities of target Local Public Authorities in mainstreaming gender and human rights based approach in planning, implementation, monitoring and evaluation activities" for 210 participants (65 mayors, district authorities and secretaries, 29 local councilors, 36 accountants, 58 social assistants, 7 NGO leaders and 5 media representatives); 131 women (62%) and 79 men (38%). * 15 trainings on gender mainstreaming in local governance for members of CALM Women's Network (100% women) - 202 mayors, 29 local councilors, 33 secretaries, 41 social assistants, accounts, and others. * two Study Tours (to Romania and Latvia) for 52 CALM Women-Mayors (100% women)+F17 * 30 training sessions on decentralization reform organized for 600 public servants * Study visit in Czech Republic within the project "Strengthening the Capacity of CALM", financed by Czech Trust Fund - 9 participants from LPA, CPA and NGOs * Training of Trainers Programme on Inter-municipal Cooperation to build local capacities (20 participants from NGOs) 		* Training materials * Training implementation reports * Training attendance lists	

Outputs	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance	Source of Verification	
	7. # of training and # of persons trained from LPA and other stakeholders (CSOs, private sectors, vulnerable groups) in local public services management	7.0 training and 0 persons trained from LPA and other stakeholders (CSOs, private sectors, vulnerable groups) in local public services management	7.20 training and 200 persons trained from LPA and other stakeholders (CSOs, private sectors, vulnerable groups) in local public services management	348 trainings for newly elected local officials held for 9,047 representatives of LPAs and local councils, including 5,971 women (66%), 3076 men (34%).		<ul style="list-style-type: none"> * Training materials * Training implementation reports * Training attendance lists 	
	8. # of IMC programs implemented	8.0 IMC programs implemented	8.10 IMC projects implemented	6 IMC projects implemented	Budget constraints	<ul style="list-style-type: none"> * Project reports * Report on "New perspectives for IMC in the Republic of Moldova" by Galina Bostan; * Guide on inter-municipal cooperation by John Jackson 	
	9. Association of LPA fully functional	9. The newly-created LPA Association lacks institutional, functional and organizational capacity	9. One functional association of LPAs	<ul style="list-style-type: none"> * CALM - functional LPA association (600 members); * CALM Women's Network established and fully functional (113 women- mayors) 		<ul style="list-style-type: none"> * CALM Yearly Reports * CALM Membership (over 50% of LPAs) * CALM Women's Network Action Plan, Board Meeting Minutes; Annual Conference Report. * CALM Institutional Assessment Report * CALM Decentralization Platform * CALM Internal Consultation Regulation 	

Outputs	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance	Source of Verification	
Output 3 Rural communities and CSOs are empowered to participate in local development initiatives in rights based and gender sensitive manner	1. # of communities mobilized with Community Action Plans approved	1. 0 communities mobilized with Community Action Plans approved	1.60 communities mobilized with Community Action Plans approved	* 60 communities with Human Rights and Gender Equality Based Socio-Economic Community Development Strategies approved; * 64 community groups in 60 pilot localities established, trained, coached and mentored.		* Human Rights and Gender Equality Based Socio-Economic Community Development Strategies * Decision of Approval from the local councils; * List of established community group members	
	2. #of public debates and # of stakeholders by types (local institutions, CSOs, private sector, general population (50% women and 20%vulnerable groups))	2. 0 public debates and 0 stakeholders by types (local institutions, CSOs, private sector, general population (50% women and 20%vulnerable groups))	2. 120 public debates and 1800 stakeholders by types (local institutions, CSOs, private sector, general population (50% women and 20%vulnerable groups))	250 public debates with 3916 participants, including 2559 women (65%), 1361 men (35%), 440 persons with disabilities (11%), 302 persons from ethnic minorities (8%), including 15 Roma (0,38%) 604 older persons (15%), 490 young persons (13%)		* Debates and meeting reports; * Agendas and lists of participants	
	3 # of training provided to LPAs to # of stakeholders by types: CSOs, private sectors, 50%women and 20% vulnerable groups)	3. 0 training provided to LPAs to 0 stakeholders by types: CSOs, private sectors, 50%women and 20% vulnerable groups)	3. 120 of training provided to LPAs to 1200 of stakeholders by types: CSOs, private sectors, 50%women and 20% vulnerable groups)	452 trainings/workshops/coaching sessions on development needs prioritization, strategic planning, community mobilization, projects drafting, project implementation, funds raising, community info centers' management for 9345 participants (total), including 6,345 women (65%) and 3,286 men (35%), 742 representatives of ethnic minorities (8%), including 141 Roma (2%), 1408 older persons (15%), 709 young persons (6%), 523 persons with disabilities (6%).		* Trainers' report; * Agendas and lists of participants	
	4. #of LPAs	4. 0 LPAs	4. The	60 LPAs with improved coverage and targeting the population,		* Project reports	

Outputs	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance	Source of Verification	
	with improved coverage and targeting the population, including women and vulnerable with the selected services delivery	with improved coverage and targeting the population, including women and vulnerable with the selected services delivery	coverage of the most needed vulnerable groups of population with the selected local services increased by 20%	particularly women and vulnerable with the selected services delivery, including extended and improved educational services (in kindergartens and schools), water supply services, informational services, healthcare services for older and disabled persons.		* list of beneficiaries	
	5. # of HR and gender sensitive local projects implemented	5. 0 HR and gender sensitive local projects implemented	5. 60 HR and gender sensitive local projects implemented	62 HR and gender sensitive local projects implemented	Two rural communities have implemented two projects	* Grants Guide; * Project reports	
Output 4 Rural communities and CSOs in Transnistrian region are empowered to participate in local development	1# of communities mobilized for Community Action Plans approved	1. 0 target communities mobilized	1. 30 communities mobilized/action plans approved	* 30 communities action plans approved; * 30 community groups established, trained, coached and mentored.		* Community action plans approved;	
	2. # of community meetings organized with participation of 50% women and 20% of vulnerable	2. 0 of community meetings organized with participation of 50% women and 20% of vulnerable	2. 90 community meetings organized with participation of 50% women and 20% of vulnerable	* 93 community meetings held with participation of 70% women, 23% older persons, 30% ethnic minorities, 15% unemployed, 10% religious minorities		* Workshops and meeting reports; * Lists of participants	
	3. # of stakeholders	3. 0 stakeholders	3. 450 stakeholders	2,153 participants took part in trainings and community meetings including 45% LPAs and local institutions, 73%		* Lists of participants; * List of community group	

Outputs	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance	Source of Verification	
	by types (local institutions, CSOs, private sector, general population (50% women and 20% vulnerable groups)	in the target communities involved	by types: local institutions, SCOs, private sector, population including 50% women and 20% vulnerable involved	women, 20% older persons, 25% ethnic minorities, 10% unemployed, 10% religious minorities		members	
	4. # of training provided to LPAs and other stakeholders by types: CSOs, private sectors, 50% women and 20% vulnerable groups)	4. 0 of training provided to LPA and other stakeholders by types (CSOs, private sectors, women and vulnerable groups)	4. 120 training provided to LPA and other stakeholders by types: CSOs, private sector, population, including 50% women, 20% vulnerable groups)	169 trainings held for LPAs and members of local community groups (45% LPAs and local institutions, 76% women, 17% older persons, 35% ethnic minorities, 10% religious minorities)		<ul style="list-style-type: none"> * Lists of participants * Agenda of the trainings * Trainers' report * Lists of participants 	
	5. # of CSOs established and/or strengthening and functioning	5.0 of CSOs established and functioning	5. 15 CSOs established and/or strengthening and functioning	<ul style="list-style-type: none"> * 30 community groups established, trained, coached and mentored, of them 16 were CSOs-based; * 2 community groups got officially registered as NGOs. 	The current legal framework of Transnistria is not encouraging for formal establishment of CSOs	* List of established community group members	
	6. # of HR and gender	6.0 HR and gender	6. 30 HR and gender	30 HR and gender sensitive local initiatives implemented		<ul style="list-style-type: none"> * Grants Guide; * Project reports 	

Outputs	Performanc e Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance	Source of Verification	
	sensitive local initiatives implemented	sensitive local initiatives implemented	sensitive local initiatives implemented				