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**Project Document**

**United Nations Development Programme  
Country: Republic of Moldova**

**Amendment**

**Project Title:** Support to Police Reform in the Republic of Moldova  
**UNPF Outcome:** 1.2: Justice sector actors are better able to promote access to justice and uphold the rule of law in compliance with international commitments;  
**Expected UNPF Output(s):** 1.2.2 – Law enforcement authorities are better able to secure fundamental rights of all parties in criminal proceedings;  
**Expected Output(s):** # 1: Enhanced capacity of the General Police Inspectorate staff in the area of crime scene management and evidence collection and securing;  
# 2: Strengthened linkages between the police and community;  
# 3: Strengthened capacities of the General Police Inspectorate to comprehensively implement the police reform agenda.  
**Partner Agencies:** Ministry of Internal Affairs, General Police Inspectorate

**Narrative**

The overall objective of the project is to strengthen and support the comprehensive efforts in police reform in the Republic of Moldova. The project seeks to further strengthen the capacities of national stakeholders in specific areas with the focus on the tangible and visible results both for the target groups involved and the broader public. The project will also address activities that are equally important for a steady progress in the implementation of police reform, but which have not received a relevant attention yet.

<p><b>Project Period:</b> 2014 – 2017  <b>Atlas Award/Output ID:</b> 00062264/00089415  <b>Start Date:</b> July 2016  <b>End Date:</b> December 2017  <b>Management Arrangements:</b>  Support to National Implementation Modality (Support to NIM)</p>	<p>Total Budget \$ 2,612,189  Total allocated resources:  • UNDP \$ 9,229  • U.S. Government \$ 2,602,960    In-kind Contributions (UNDP): \$ 148,050</p>
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Agreed by the National Project Coordinator, Chief of Police:  Alexandru Pinzari

Agreed by the UN Resident Coordinator/UNDP Resident Representative:  Dafina Gercheva

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## I. SITUATION ANALYSIS

The justice system in Moldova is perceived to be weak by its citizens. The weakness in the justice system is partly due to lack of independence of the judiciary in practice, as well as lack of efficiency of the courts, which is characterized by insufficient training and awareness in applying international and European law, inadequate skills, and insufficient self-regulating mechanisms. There is also lack of independence and capacities of pre-trial investigation and prosecution bodies, as well as other actors, including lawyers, bailiffs, probation officers, police and other security personnel. The justice system is also poorly adapted to the needs and rights of children below the age of 18. Major improvements are also required in coordination of the implementation and monitoring of justice sector reform, setting up a more efficient legal aid mechanism, and putting in place effective institutional and procedural tools for preventing and fighting corruption.<sup>1</sup>

Justice sector reform represents a major objective of the Moldovan Government, reflected prominently in the government programme European Integration: Liberty, Democracy, Welfare 2011–2014, as well as in Moldova 2020, The EU-Moldova Visa Liberalization Action Plan, The National Human Rights Action Plan, 2011–2014, The Justice Sector Reform Strategy for 2011–2016, The Concept Paper on the Reform of the Ministry of Internal Affairs, and other sector strategies.

The Concept Paper on the Reform of the Ministry of Internal Affairs (approved by the Government in December 2010)<sup>2</sup> is the key document for the purposes of police reform. The Concept Paper was accompanied by the corresponding Action Plan (adopted by the Government in June 2011).<sup>3</sup> Some elements of these documents have also served as a ground for the elaboration of the 'Justice Sector Reform Strategy for 2011–2016 (adopted by the Parliament in November 2011) (hereinafter, the Strategy), which is the main comprehensive document dealing with justice reform, with the key objectives of strengthening the independence, accountability, impartiality, efficiency and transparency of justice system. The Strategy is accompanied by an Action Plan (adopted by the Parliament in February 2012) which outlines strategic directions, actions to be carried out and preliminary implementation costs.

The term "justice sector" used throughout the Strategy refers to the institutions and structures that have a main or auxiliary contribution as regards the organization and execution of justice in the Republic of Moldova. Thus, the "justice sector" includes primarily the judiciary as well as the whole range of authorities and relationships of the judiciary that contribute to justice, namely prosecution bodies, legal professions (e.g.: lawyers, notaries, mediators, bailiffs, forensic experts, police officers, managers of insolvency proceedings, translators/interpreters), the probation system, the system of enforcing court decisions, the prison system, the Ministry of Justice, the Ministry of Internal Affairs, the Prosecutor General's Office, the Ombudsperson's Office, and the Constitutional Court. The Strategy addresses the administrative authorities, such as the Parliament, Government, Superior Council of Magistracy, to the extent that their activity is related to the adoption and implementation of laws relevant to the justice sector.

The reform of the justice sector has been constantly a focus of the State authorities. During the last years, a number of strategic documents have been adopted in this field: The Strategy for Strengthening the Judicial System (2007), The Strategy for the Development of the Enforcement System (2007), The Concept Paper on the Reform of the Penitentiary System (2003), Concept Paper on Financing of the Judicial System (2010), The Concept Paper on the Reform of the Ministry of Internal Affairs and its Subordinated and Decentralized Units (2010), etc.

The Concept Paper on the Reform of the Ministry of Internal Affairs and its Subordinated and Decentralized units, in particular, states the need to reform the Ministry of Internal Affairs and its

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<sup>1</sup> United Nations-Republic of Moldova Partnership Framework (2013-2017): <http://www.un.md/publicdocqet/42>

<sup>2</sup> <http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=337008>

<sup>3</sup> <http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=338965>

units in a comprehensive manner to bring them closer to the community they serve. While the demands of the population for public services are constantly increasing, the Ministry of Internal Affairs` units are not always meeting these expectations.

As a part of its development assistance to date, UNDP has developed and implemented a series of interventions focused on supporting a number of justice sector reform initiatives in Moldova, based on the needs of various actors in charge of particular chapters from the Strategy and beyond.

The Project Initiation Plan, Support to Justice Sector Reform in Moldova, from August 2011 to December 2012, was designed upon the request of the Government to enhance capacities of the Ministry of Justice to develop, coordinate, implement and monitor justice sector reform measures. Broad-based expertise was provided to the working groups responsible for the development of the Justice Sector Reform Strategy. Additional expert support was provided during the development of the Action Plan, as well as financial expertise to develop the budgetary framework to ensure synchronization between planned activities and the costs of implementation.

UNDP has successfully managed the EU High Level Policy Advice Mission (2010 – 2013) that provided strategic policy support to the elaboration and implementation of the Justice Sector Reform Strategy and related legal and policy acts through the EU High Level Policy Advisers deployed to the Ministry of Justice, the Ministry of Internal Affairs, the Prosecutor General`s Office and the National Anticorruption Centre.

UNDP implemented, also during 2011-2012, the project “Strengthening the Forensic Examination of Torture and other Forms of Ill-treatment in Moldova, aimed at strengthening the forensic infrastructure, increasing fairness and accuracy within the justice system, improving the practice and use of forensic services, as well as improving the quality of evidence presented in criminal trials in order to carry out prompt, thorough and independent investigations into allegations of torture and other forms of ill-treatment. Besides important institutional development activities, there was a complex capacity building component (covering a range of various actors) focused on documentation and investigation of torture allegations.

In 2013, UNDP provided support to the Ministry of Internal Affairs (MIA) to strengthen the institutional capacities of police in implementing an intelligence led policing concept and ensuring better control and management over the licit circulation of small arms and light weapons. Due to UNDP intervention (providing necessary hardware and networking equipment) the e-Register of Arms became fully operational, allowing swift and secure nationwide connection and exchange of data. Police are also better able to perform criminal investigations based on intelligence analysis. The Centre for Intelligence Analysis of MIA was endowed with hardware and software solutions to undertake complex and thorough analysis of crime related data. The Centre`s staff increased their capacities in using modern techniques and instruments to perform data analysis, and the police officers from the district police inspectorates were introduced to the basics of data analysis activity.

The first years of implementation of the Strategy and Action Plan have shown that there are a number of challenges and problems caused by both objective and subjective circumstances: lack of capacities, shortage of material resources, shortage of skilled personnel, delays and inactions for the forgoing and other reasons, the resistance of justice sector actors to significant reforms in the field, etc.<sup>4</sup> A significant increase of the budget for the justice sector reform in 2013 (59.6% as compared to 2012) faced a reduced capacity to absorb the funds allocated for this purpose, primarily due to lack of an adequate regulatory framework, and an unadjusted number of staff

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<sup>4</sup> Ministry of Justice of the Republic of Moldova, *2012 Annual Report on the Implementation of the Justice Sector Reform Strategy for the years 2011-2016*, p.18.

compared to the increased volume of activity, as well as the inability to rapidly adapt to the new conditions and work practices.

Several donors are supporting the implementation of the Strategy. The EU became the main donor providing Euro 60 million for 2013 – 2016 for the Justice Sector Budget Support Programme and for financing four technical assistance projects with the total budget of Euro 10 million. Other donors providing support for the implementation of the specific Strategy's Action Plan activities include the U.S. Embassy, USAID, NORLAM, IOM, Soros Foundation Moldova, ABA/ROLI, UNICEF, UNHCR and EBRD. However, the resources allocated in the State budget and the donors' support are still not sufficient for the implementation of all the actions under the Strategy, while they are spread unevenly between activities.

In addition to this, despite a large interest in the Justice Sector Reform Strategy from the part of various actors and continuing support to the Government for the Strategy's implementation, the pace of reforms is lower than expected. According to independent monitoring,<sup>5</sup> only 60% of the activities planned for 2013 were implemented by the end of September 2013.

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## **II. SCOPE AND STRATEGY**

Ensuring access to a fair justice system is at the core of the UN mandate. The United Nations-Republic of Moldova Partnership Framework (2013-2017) (UNPF) highlights the need for continuous support in promoting democratic governance, justice, equality and human rights, with a particular focus on justice reform in Outcome 1.2: *Justice sector actors are better able to promote access to justice and uphold rule of law in compliance with international commitments*. Thus, the project is in line with the UNPF objectives and will contribute to the achievement of the planned results within the current cycle of the UN – Republic of Moldova cooperation.

Justice sector reform, including the police reform, is one the most complicated and strategic reforms for the Republic of Moldova. Therefore, the project will continue to support national stakeholders in the police reform implementation and in strengthening its capacities, as well as to ensure that the reforms are on track and the resources are used efficiently. In this respect the project will focus on the practical implementation of the reform activities with the tangible and visible results both for the target groups involved and the broader public. The project will further strengthen the institutional and professional capacities of Police units and provide technical assistance in specific areas of intervention that are equally important for a steady progress in the implementation of the reform, but had not received a relevant attention yet.

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## **III. PROJECT SUMMARY BUDGET**

The current timeframe for this project covers the period February 2014-December 2017, with an estimated budget for 2014-2017 of \$2,612,189. The funding requested is to be provided by the U.S. Government and UNDP. During the project implementation other potential donors will be identified and proposed to support other initiatives emerging in the context of justice sector reform implementation.

In addition to the above estimated budget, UNDP Moldova will make in-kind contribution to the project. The in-kind contribution will consist of covering part of the direct implementation costs; provision of the car and the car maintenance costs; covering office renting, utilities, and

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<sup>5</sup> Promo-LEX, AGER, *Trimestral Report no.3 on the Monitoring of the Justice Sector Reform Strategy Implementation*, 2013, p. 7: [http://promolex.md/upload/publications/en/doc\\_1385974755.pdf](http://promolex.md/upload/publications/en/doc_1385974755.pdf)

maintenance; provision of office equipment; and covering office communication costs. Overall the UNDP Moldova in-kind contribution is estimated in the amount of \$ 148,050.00.

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#### **IV. PROJECT COMPONENTS AND ACTIVITIES**

The overall objective of the project is to strengthen and support the comprehensive efforts to reform the police in the Republic of Moldova. The project seeks to further strengthen the capacities of national stakeholders in specific areas with the focus on the tangible and visible results both for the target groups involved and the broader public. The project will also address activities that are equally important for a steady progress in the implementation of the police reform, but which have not received the relevant attention yet. The proposed overall objective will be achieved by implementing the following project components:

##### **1. Enhancing the capacities of the General Police Inspectorate staff in the area of crime scene management, evidence collection and primary crime response**

The insufficient capacity of the criminal investigation bodies, including lack of skills and appropriate training and equipment, is one of the reasons for the inefficient investigation and prosecution. At the same time, the efficiency of criminal investigations is impaired by the structural and technical deficiencies of forensic services.

The Ministry of Internal Affairs/General Police Inspectorate is the largest investigation authority within the criminal justice system. Therefore, a number of institutional and structural reforms are foreseen within the comprehensive justice sector reform to strengthen the Ministry of Internal Affairs' performance in the framework of criminal investigation activity (Priority Area 2.3 from the Justice Sector Reform Strategy – *Strengthening the individual and institutional professional capacities to investigate crimes*) by implementing and using modern criminal investigation techniques and instruments, amending the relevant legislation in line with international standards and best practices, providing appropriate training for the involved professional groups, carrying out criminal investigations in the framework of multidisciplinary task force groups, and strengthening the capacities of forensic centres.

Police Development Strategy for 2016-2020<sup>6</sup> highlights the need for better forensic and crime scene investigation capacities to provide a response to organized crime and violent crime and to contribute to a higher sense of public security in the society (including at the regional and local levels). The Strategy includes the modernization of equipment and investigation techniques, ISO accreditation of forensic laboratories and professional training among the specific goals to be pursued to ensure a better investigation of crimes and achieve a higher public trust in Police forces.

Thus, the overriding reason for this intervention is to move the police from the current "confession-based" criminal justice system, to a system which relies on scientific analysis of evidence for convictions. Confession-based systems are susceptible to wide scale abuse and reduce public confidence in the police and criminal justice system. By capacitating the Police units to conduct better crime scene investigation and collect evidence, the Project will contribute to institutional capacity building and improved public image of Police.

The goal of this component is to strengthen the capacities of criminal investigators/crime scene technicians and other Police staff in the area of proper crime scene management, evidence collection and primary crime response, along with providing the GPI Forensic Centre and its territorial subdivisions with essential equipment for improved crime scene investigation and

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<sup>6</sup> <http://lex.justice.md/viewdoc.php?action=view&view=doc&id=364882&lang=1>



securing evidence for further laboratory analysis. This will directly help in establishing the chain of custody for each and every piece of evidence and will contribute to achieving the accreditation of Police forensic laboratories in line with ISO 17025 standard.

Activities under this component will also contribute to the implementation of the following actions under the Justice Sector Reform Strategy's Action Plan: 2.3.1.2 - Organizing training courses on modern methods of investigation and prosecution of workers involved in criminal investigation activity; 2.3.1.5 - Procurement of modern equipment necessary for research and investigations in judicial expertise; 2.3.1.7 - Creating mobile forensic laboratories (in the centre, north and south of the country).<sup>7</sup> In addition, this intervention will help the national partners in fulfilling some priorities from the 2016-2020 Police Development Strategy, namely:

- 3.1.1 – Provision of specialized equipment for qualitative investigation of all types of crime;
- 3.1.2 – Implementation of measures for accreditation of forensic units in line with international standards;
- 3.1.3 – Strengthening the capacities of forensic and investigative units at regional level;
- 3.1.7 – Improving the capacities of Special Destination Police Squad (Fulger Squad) to react to organized crime, terrorism and extremism in line with its special mandate.

The activities under this component will focus on:

*1.1 Strengthening the professional capacities of the crime scene investigators to properly collect and secure crime scene evidence*

The action will strengthen the professional capacities and skills of approximately 40 crime scene investigators, who have evidence collection as a speciality, by providing capacity building activities on proper collecting and securing crime scene evidence. The target group will be exposed to modern crime scene investigation techniques, will have the opportunity to share knowledge and experience and will reinforce the understanding of their role in ensuring the chain of custody within a criminal investigation. The participants will come from the police inspectorates and forensic units from all over the country. The Bureau of International Narcotics and Law Enforcement Affairs (INL) Section of the U.S. Embassy Chisinau, Moldova will lead the implementation of this activity and the General Police Inspectorate of the Ministry of Internal Affairs shall be the main partner.

*1.2 Enhancing the operational/technical capacities of police to collect and secure crime scene evidence and respond to crime*

The action will aim at enhancing the operational/technical capacities of the Forensic Unit of the General Police Inspectorate and its territorial subdivisions to collect and secure crime scene evidence by endowing it with general crime scene investigation tools and instruments (crime scene evidence kits, reference standards/samples for laboratory investigations, digital forensic hardware and software, crime scene evidence vans stocked with proper forensic equipment and tools, and vehicles equipped with main crime scene investigation kits for the police territorial teams responsible for processing routine crime scenes, especially in remote areas), and specialized equipment for the Bomb Squad of the Forensic Unit (blast blanket, communication equipment, and other EOD tools and equipment). In addition to strengthening the forensic capacities of Police, this action will aim at endowing the Special Destination Police Squad (Fulger Squad) with basic communication gear to better respond to various threats and attacks. The preliminary list of necessary equipment was determined at an earlier stage following the consultation with the project beneficiary and might be subsequently adjusted and extended to meet the needs of beneficiary institution in line with the available funds. The General Police Inspectorate of the Ministry of Internal Affairs shall be the main partner for this activity.

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<sup>7</sup> [http://justice.gov.md/public/files/file/reforma\\_sectorul\\_justitiei/srsj\\_pa\\_srsj/PA\\_SRSJ\\_adoptaten.pdf](http://justice.gov.md/public/files/file/reforma_sectorul_justitiei/srsj_pa_srsj/PA_SRSJ_adoptaten.pdf)

Although this activity is primarily focused on police, it may be used in other areas of the criminal justice system as well, covering such agencies as the Centre of Forensic Medicine or INTERPOL Office in Moldova.

### *1.3 Upgrading the multi-purpose rooms at the GPI Forensic Centre's premises*

This activity will continue the ongoing technical support provided to the Forensic Centre of the General Police Inspectorate and aims at increasing the potential of forensic experts to share best practices, to debate various profession related topics, as well as to strengthen the knowledge and skills of forensic experts through a number of capacity developing activities. The Forensic Centre will benefit from the technical upgrades of the renovated spaces (provision of modern, comfortable furniture; endowing with IT/multimedia equipment) which will transform the rooms into multi-purpose centres. As a result of the envisaged upgrades, the GPI Forensic Centre's conference and training facilities will display an inviting environment with functionalities for various events, including but not limiting to, press conferences, training activities, project launches, meetings at different levels, conferences, etc. The General Police Inspectorate shall be the main partner for this activity.

## **2 Strengthening the linkages between the police and community in the framework of the overall police reform**

Community based policing is a concept and a model of institutional modernization of police, wherein the police force becomes more responsive to the needs of the community it serves. Within this concept the police and the community form a partnership in order to solve local problems, provide security and safety, prevent and deter crime, and report suspicious activities. They relate to each other as partners; not adversaries. The partnership between the police and community will be the basis for public interaction with the police and restore the community's confidence in the police officers' ability to be an effective, professional law enforcement body.

The commitment to change the way Police operate and to bring them closer to the community is reflected in many national policy documents. The Concept Paper on the Reform of the Ministry of Internal Affairs and its Subordinated and Decentralized Units (2010) proposed to focus on the implementation of the principles of community policing by delineating the competencies of the state and local police. Police Development Strategy for 2016-2020 sets as a goal the implementation of the community policing concept, based on several priority directions: decentralization of authority, better communication skills, friendlier infrastructure, and a more strategic approach to prevention.

The goal of this component is to strengthen the Police's ability to deter and prevent crime by establishing a partnership with the surrounding community. The support in implementation of Community Policing concept in Moldova will capacitate the Police to provide a more user-friendly environment for the community-police engagement, by redesigning and remodelling police stations in selected pilot areas, and improve the community policing skills and services. Bringing the Police closer to people will also help to increase society's trust in the work of the Police and other justice related institutions, thus contributing to the implementation of the justice sector reform and law enforcement sector reform.

The activities under this component will focus on:

### *2.1 Remodelling pilot police stations in line with the concept of community based policing*

Working toward the envisaged goal, the Ministry of Internal Affairs and the General Police Inspectorate will identify and provide suitable premises (ground floor building, preferably in the downtown or major sectors of Chisinau, the capital city, or in other district centres meeting the same requirements) in order to house pilot community or neighbourhood police stations. Other

options (e.g., construction of a brand new police station) might be also considered, provided that the beneficiary institution will be able to timely secure its own financial or in-kind contribution (land, preliminary designs/drawings, additional funds). Depending on the premises allocated for the purpose of the activity implementation, the space would be remodelled and/or refurbished to include a large and inviting lobby and reception area which will encourage citizens to participate in sharing complaints with the local or neighbourhood police. Office space will also be provided for neighbourhood police officers to conduct sensitive business. The public lobby area will be furnished and equipped with a child play area and accessible public restroom to create a comfortable environment for visitors. Specific awareness and outreach actions will be also undertaken to raise public awareness about the concept and goals of community based policing and communicate to the public the services from which they can benefit in the remodelled community based police stations. Locations subject to renovation will be decided following an inspection exercise based on several main criteria: visibility, usability and accessibility. The General Police Inspectorate of the Ministry of Internal Affairs shall be the main partner for this activity.

It is expected that the storefront police stations would provide a proper model for efficient and visible community policing strategy, would provide the public and the police with a tangible example of police modernization and reform, and will be a change that is highly visible and provides the public with results immediately. The successful implementation of this project component can trigger the replication of the model throughout Chisinau and Moldova.

## *2.2 Strengthening professional capacities in community based policing*

The support in establishing model community based police stations shall be accompanied by capacity building activities. Thus, the first line patrol officers and their supervisors (approximately 30 people) assigned to the police stations selected for remodelling in line with the concept of community based policing will be trained in community policing strategies and tactics, patrol techniques, problem solving, and critical thinking. The training will include both theoretical and practical instruction targeting the operational and managerial levels. The training activities will be led and implemented by the Bureau of International Narcotics and Law Enforcement Affairs (INL) Section of the U.S. Embassy Chisinau, Moldova, and by the international partner(s), identified by INL. The General Police Inspectorate of the Ministry of Internal Affairs shall be the main partner.

## **3 Strengthening the capacities of the General Police Inspectorate to comprehensively implement and report/communicate on the police reform agenda**

Police reform is one of the major goals of the Moldovan Government to increase the efficiency of police and increase the level of the population's trust in the police. General Police Inspectorate is one of the main actors in the ongoing police reform in Moldova. This body was established in 2013 and its main purpose is to modernize police activity and improve the quality of its performance. The institutional component of reform, reflected through the structural changes within police bodies, needs to be supplemented by support and assistance in developing the capacities of the General Police Inspectorate to address, in a comprehensive manner, a number of policy areas, particularly those dealing with criminal investigation and prosecution. This support aims at enhancing the ability of General Police Inspectorate to design and implement reform activities, as well as enhancing and increasing its visibility as one of the main actors of reform process.

The activities under this component will focus on:

### *3.1 Embedded Advisor Program*



The main goal of the Embedded Advisor Program is to provide the Ministry of Internal Affairs and the General Police Inspectorate, and where applicable other criminal investigation bodies, with assistance in strengthening the capacities to design and implement activities primarily focused on legislative reform, organizational efficiency, anti-corruption, case management, etc. Embedded advisors will have the advantage of working side by side with beneficiaries, understanding problems first hand and offering practical advice and expertise.

The units in immediate need of assistance, identified by the beneficiary institution, are Internal Security and Anti-corruption (Internal Affairs), Forensic Laboratory, Cyber Crime and Anti-Drug units, Communication/Media. Other units of the General Police Inspectorate or other areas of interest may be targeted by this activity upon necessity, identified during Project implementation. Although the program is primarily focused on police, it may be used in other areas of the criminal justice system as well, covering such agencies as the Prosecutor General's Office.

The Program envisages deploying of working level international or national advisors in certain disciplines under Police mandate, including focusing on criminal investigation and prosecution, for short-term or long-term assignments (from one month up to one year or longer depending on the needs and the complexity of assignments). The duration of assignment and profile of advisors will depend on the assistance requested by the beneficiary institutions. The list of topics includes, but is not limited to intelligence led policing, community policing, investigation of cybercrime, investigation of crimes committed in closed environments (for instance, psychiatric facilities), public and relations. More specific terms of reference will be drafted to meet the needs and expectations of beneficiary institutions. The recruitment process will be particularly focused on technical skills and relevant expertise of candidates, taking into account gender sensitive aspects; thus, preference will be given to equally qualified women. The selected advisors shall have extensive experience in working with Police forces in priority areas identified. Other minimum requirements (depending on the profile of the expected advisors) may be as follows: at least 10 years of continuous experience in criminal investigation and/or prosecution; participation in other similar assignments in the region; holding a university degree in law or other police related studies. Candidates with masters or PhD degrees and/or proficient in Romanian and/or Russian may be given preference.

The selection of advisors will be done according to applicable UNDP recruitment rules and procedures with participation of the US Embassy to Moldova and beneficiary institution. The Ministry of Internal Affairs and the General Police Inspectorate shall be the main partners for this activity and will provide the necessary conditions of work and information for the embedded advisors. Should the advisors be assigned to other criminal investigation bodies, the beneficiary will ensure the necessary working conditions.

### *3.2 Upgrading the General Police Inspectorate's multi-purpose rooms*

This activity will continue the ongoing technical support provided to the General Police Inspectorate and aims at increasing the potential of police to disseminate the results of GPI's activity, to debate various topics on the reform agenda, as well as to strengthen the abilities and skills of GPI's staff through a number of capacity developing activities. The police will benefit from the technical upgrades of the renovated multi-purpose rooms (modern, comfortable furniture; IT/multimedia equipment) which will transform the rooms into a multi-purpose centre. As a result of the envisaged upgrades, the GPI conference facilities will display an inviting environment with functionalities for various events, including but not limiting to, press conferences, training activities, project launches, meetings at different levels, conferences, etc. The General Police Inspectorate shall be the main partner for this activity.

## V. RESULTS AND RESOURCES FRAMEWORK

<p><b>UNPF Outcome:</b> Outcome 1.2 - Justice: Justice sector actors are better able to promote access to justice and uphold the rule of law in compliance with international human rights law</p>			
<p><b>Related CPD Output:</b> Develop capacity and provide advice for observance of human rights in legal practice/policies, access to/execution of justice.</p>			
<p><b>Intended Project Output:</b> Strengthening capacities of the Ministry of Internal Affairs and the General Police Inspectorate in police reform implementation with the focus on the tangible and visible results in specific areas</p>			
<p><b>Project title and ID (ATLAS Award ID):</b> 00062264, Support to police reform in the Republic of Moldova</p>			
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
<p><b>Output 1:</b> Enhanced capacity of the General Police Inspectorate staff in the areas of crime scene management, evidence collection and primary crime response.</p> <p><b>Baseline:</b> inefficient criminal investigations due to lack of appropriate training and equipment of forensic/crime scene investigation units of Police; Lack of appropriate premises at the GPI's Forensic Centre for knowledge sharing and training.</p> <p><b>Indicator:</b> 1.1 Number of forensic staff trained on modern crime scene investigation techniques; 1.2 Number of Police units endowed with modern equipment for the proper crime scene investigation and delivery of first crime response.</p>	<p><b>Targets 2014:</b></p> <ul style="list-style-type: none"> <li>At least 5 mobile "first response teams" endowed with necessary crime scene evidence kits, vehicles and other instruments;</li> <li>At least 3 regional units (north, centre and south) provided with crime scene vans stocked with proper forensic equipment.</li> </ul> <p><b>Targets 2015:</b></p> <ul style="list-style-type: none"> <li>At least 10 crime scene investigators trained on modern crime scene investigation techniques;</li> <li>Two conference rooms upgraded and endowed with furniture and IT/multimedia equipment and at least 3 events held using the upgraded spaces.</li> </ul> <p><b>Targets 2016:</b></p>	<p><u>Activity 1. Strengthening the professional capacities of the crime scene investigators to properly collect and secure crime scene evidence:</u></p> <ul style="list-style-type: none"> <li>Organise training for the crime scene investigators from all over the country (to be led and implemented by INL).</li> </ul> <p><u>Activity 2. Enhancing the operational/technical capacities of police to collect and secure crime scene evidence and respond to crimes:</u></p> <ul style="list-style-type: none"> <li>Provide crime scene evidence kits and reference standards/samples for laboratory investigations;</li> <li>Provide 3 crime scene vans, stocked with proper forensic equipment and tools;</li> <li>Provide 12 vehicles for processing routine crime scenes stocked with proper forensic equipment;</li> <li>Provide blast blankets, communication and other EOD equipment to the Bomb Squad of the GPI Forensics Centre;</li> <li>Provide software and hardware for cyber forensic investigations;</li> </ul>	<p>UNDP, MIA, GPI, INL</p> <p>Equipment &amp; Furniture Contractual services/ Companies Contractual services/ Individuals Salaries  <b>\$1,475,253</b></p>

<ul style="list-style-type: none"> <li>▪ 7 crime response teams of Police, located throughout Moldova, provided with vehicles endowed with basic crime scene investigation/forensic kits and instruments;</li> <li>▪ Forensic Centre of Police endowed with EOD equipment and software and hardware for cyber forensic investigations;</li> <li>▪ Police's Fulger Squad provided with basic communication gear for a better response to various threats and attacks;</li> <li>▪ Police forensic laboratories and laboratory of Centre of Forensic Medicine provided with basic reference standards/samples for laboratory investigations;</li> <li>▪ At least 20 crime scene investigators trained on modern crime scene investigation techniques.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide Fulger Squad with basic communication gear for a better response to various threats and attacks.</li> </ul> <p><u>Activity 3. Upgrading Forensic Centre's conference and training facilities:</u></p> <ul style="list-style-type: none"> <li>- Identify and coordinate the needs;</li> <li>- Draft technical specifications and other documentation in line with procurement rules and procedures;</li> <li>- Organize the procurement processes and supervise delivery by the selected supplier</li> </ul> <p><u>Activity 4. Project management</u></p>	<ul style="list-style-type: none"> <li>- Provide Fulger Squad with basic communication gear for a better response to various threats and attacks.</li> </ul> <p><u>Activity 3. Upgrading Forensic Centre's conference and training facilities:</u></p> <ul style="list-style-type: none"> <li>- Identify and coordinate the needs;</li> <li>- Draft technical specifications and other documentation in line with procurement rules and procedures;</li> <li>- Organize the procurement processes and supervise delivery by the selected supplier</li> </ul> <p><u>Activity 4. Project management</u></p>	<p>UNDP, MIA, GPI, INL</p>	<p>Contractual services/ Companies Contractual services/ Individuals Salaries  <b>\$391,815</b></p>
<p><b>Output 2:</b> Strengthened linkages between the police and community.</p> <p><b>Baseline:</b> Low confidence between the police and the community (26% of respondents trust police, Institute for Public Policies' Barometer of Public Opinion (BOP), April 2013);</p>	<p><b>Targets 2015:</b></p> <ul style="list-style-type: none"> <li>▪ At least one police station remodelled in line with the concept of community based policing;</li> <li>▪ At least 20 police staff members trained in community policing principles.</li> </ul> <p><b>Targets 2016:</b></p>	<p><u>Activity 1. Remodelling pilot police stations in line with the concept of community based policing:</u></p> <ul style="list-style-type: none"> <li>- Identify and provide suitable spaces to house pilot community policing stations</li> <li>- Re/construct the offices and ensure a public friendly lobby area, child play area, accessible public restroom, and proper working space with appropriate furniture and equipment;</li> </ul>	<p>UNDP, MIA, GPI, INL</p>	<p>Contractual services/ Companies Contractual services/ Individuals Salaries  <b>\$391,815</b></p>

<p>No police station in place organized and operating based on community policing principles.</p> <p><b>Indicator:</b></p> <p>2.1 Increased level of trust in police by at least 10% based on public surveys by the end of the Project;</p> <p>2.2 Number of police staff members trained in community based policing tactics and their performance measured by daily logs and after training surveys;</p> <p>2.3 Number of police stations remodelled in line with community policing principles.</p>	<ul style="list-style-type: none"> <li>▪ Strategic advice on developing community policing model in Moldova provided;</li> <li>▪ At least 10 police staff members trained in community policing principles.</li> </ul> <p>Target 2017:</p> <ul style="list-style-type: none"> <li>▪ At least one pilot police station remodelled and operational in line with the concept of community based policing.</li> </ul>	<ul style="list-style-type: none"> <li>- Increase awareness and visibility of community based policing and the pilot community policing stations.</li> </ul> <p><u>Activity 2. Strengthening the professional capacities in community based policing:</u></p> <ul style="list-style-type: none"> <li>- Train the police officers assigned to the pilot community policing stations in community policing strategies and tactics.</li> </ul>		
<p><b>Output 3:</b> Strengthened capacities of the General Police Inspectorate to comprehensively implement and report/communicate on the police reform agenda.</p> <p><b>Baseline:</b></p> <p>Limited capacities of Police to comprehensively design and implement reform activities in a number of priority areas (37% of respondents agree that police performance has improved as a result of the ongoing police reform; at the same time 30% of respondents perceive low professional capacities as one of the major problems faced by the Police</p> <ul style="list-style-type: none"> <li>- IPP, Public Opinion Survey</li> </ul> <p>"Quality of services provided by the MIA and the subordinated units from</p>	<p><b>Targets 2014:</b></p> <ul style="list-style-type: none"> <li>▪ Two conference rooms upgraded and endowed with furniture and IT/multimedia equipment and at least three public events held in the upgraded rooms.</li> </ul> <p><b>Targets 2015:</b></p> <ul style="list-style-type: none"> <li>▪ At least three advisors selected to provide first hand expertise to targeted law enforcement bodies in priority areas;</li> <li>▪ At least 40 Police staff members benefited from first hand expertise and knowledge sharing, provided by the advisors;</li> </ul> <p><b>Targets 2016:</b></p> <ul style="list-style-type: none"> <li>▪ At least one advisor selected to provide first</li> </ul>	<p><u>Activity 1. Embedded Advisor Program:</u></p> <ul style="list-style-type: none"> <li>- Identify and coordinate the priority areas in need of international and/or national expertise;</li> <li>- Draft Terms of Reference and other documentation for the selection of international and/or national advisors;</li> <li>- Select and contract advisors;</li> <li>- Awareness and visibility measures;</li> <li>- Capacity building activities.</li> </ul> <p><u>Activity 2. Upgrading GPI's conference facilities:</u></p> <ul style="list-style-type: none"> <li>- Identify and coordinate the needs;</li> <li>- Draft technical specifications and other documentation in line with procurement rules and procedures;</li> <li>- Organize the procurement processes and supervise delivery by the selected supplier;</li> </ul>	<p>UNDP, MIA, GPI, INL</p>	<p>International consultants Local consultants Contractual services/ Companies Contractual services/ Individuals Salaries  <b>\$745,121</b></p>

<p>the citizens' perspective", December 2013); Lack of appropriate conference facilities to interact with mass-media and general public.</p> <p><b>Indicator:</b> 3.1 Public opinion about the capacities of Police units to address reform areas in a comprehensive and visible manner strengthened by at least 10% based on INL public survey; 3.2 Number of police staff members benefiting from first hand expertise and knowledge sharing, provided by the advisors; 3.3 Number of public events held in the upgraded conference facilities; 3.4 Increased level of trust in police by at least 10% based on public surveys by the end of the Project.</p>	<p>hand expertise to targeted law enforcement bodies;</p> <ul style="list-style-type: none"> <li>▪ At least 20 Police staff members benefited from first hand expertise and knowledge sharing, provided by the advisors;</li> <li>▪ Three communication units of Police provided with basic hardware and software for a better communication of Police reform results.</li> </ul> <p><b>Targets 2017:</b></p> <ul style="list-style-type: none"> <li>▪ Assistance on at least two areas extended;</li> <li>▪ At least 20 Police staff members benefited from first hand expertise and knowledge sharing, provided by the advisors.</li> </ul>	<p>- Provide the Police communication units with basic communication hardware and software.</p> <p><u>Activity 3. Project management</u></p>	
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## VI. MANAGEMENT ARRANGEMENTS

The project will be implemented under the National Implementation Mechanism (NIM). This means that the project beneficiary (the Ministry of Internal Affairs) will be responsible for the decision-making and implementation of Project activities, while UNDP will provide quality assurance, project inputs and support services. The Ministry of Internal Affairs will act as the Senior Executive (National Coordinator) and will represent the interests of the Government of Moldova and be responsible for the overall implementation of the Project. A Project team will assist the project beneficiary in the implementation of the project.

**Project Board:** The focal point of the project management architecture is the Project Board. The Board is the overall authority for the Project and is responsible for its initiation, direction, review and eventual closure. Within the confines of this Project, the Board is the highest authority.

The Project Board represents at managerial level the interests of the following roles and the respective organizations:

- **Project Executive** (National Coordinator) – The General Police Inspectorate will be the project national coordinator that will have the overall ownership over the project results and will chair the Project Board. General Police Inspectorate will represent the project beneficiary, which has the overall coordination responsibility in the specific areas of justice sector reform;
- **Senior beneficiary** – The Ministry of Internal Affairs, General Police Inspectorate;
- **Senior supplier** – project donors: U.S. Government, UNDP.

Board members will be senior managers and will have the authority and responsibility for the commitment of resources to the project, such as personnel, cash and equipment. The Project Board will 'manage by exception', meaning Board members will be regularly informed of the Project progress but will only be asked for joint decision making at key points in the Project implementation.

The Project Board is appointed to provide overall direction and management of the Project. It is responsible for ensuring that the project remains on course to deliver products of the required quality to meet the expected outcomes defined in the Project Document. Furthermore, the Board is accountable for the success of the Project and has responsibility and authority for the Project within the instructions set by UNDP programme management. The Project Board approves all major plans and authorizes any major deviation from agreed Project work plans. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and any parties beyond the scope of the project.

**Project Manager:** It is the responsibility of the Project Manager to plan, oversee and ensure that the Project is producing the right outputs, at the right time, to the right standards of quality and within the allotted budget. The main tasks of the Project Manager include:

- Overall planning for the whole project;
- Motivation and leadership of the Project staff;
- Supervision of the Project;
- Liaison with UNDP Programme Management;
- Fund management, allocation, coordination;
- Reporting progress to the Project;
- Project quality management;
- Working with other agencies of the UN Country Team – in particular in the framework of the UN Team Group on Human Rights, Gender and Justice – and other relevant stakeholders, to maximize impact of the action.

**Project Assurance:** Assurance is a key element of the PRINCE2 (Projects in Controlled Environments) management method, upon which the Project Management Arrangements are based. 'Assurance' is essentially an independent audit function, whereby the Project Board is able to monitor progress against agreed work plans. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This

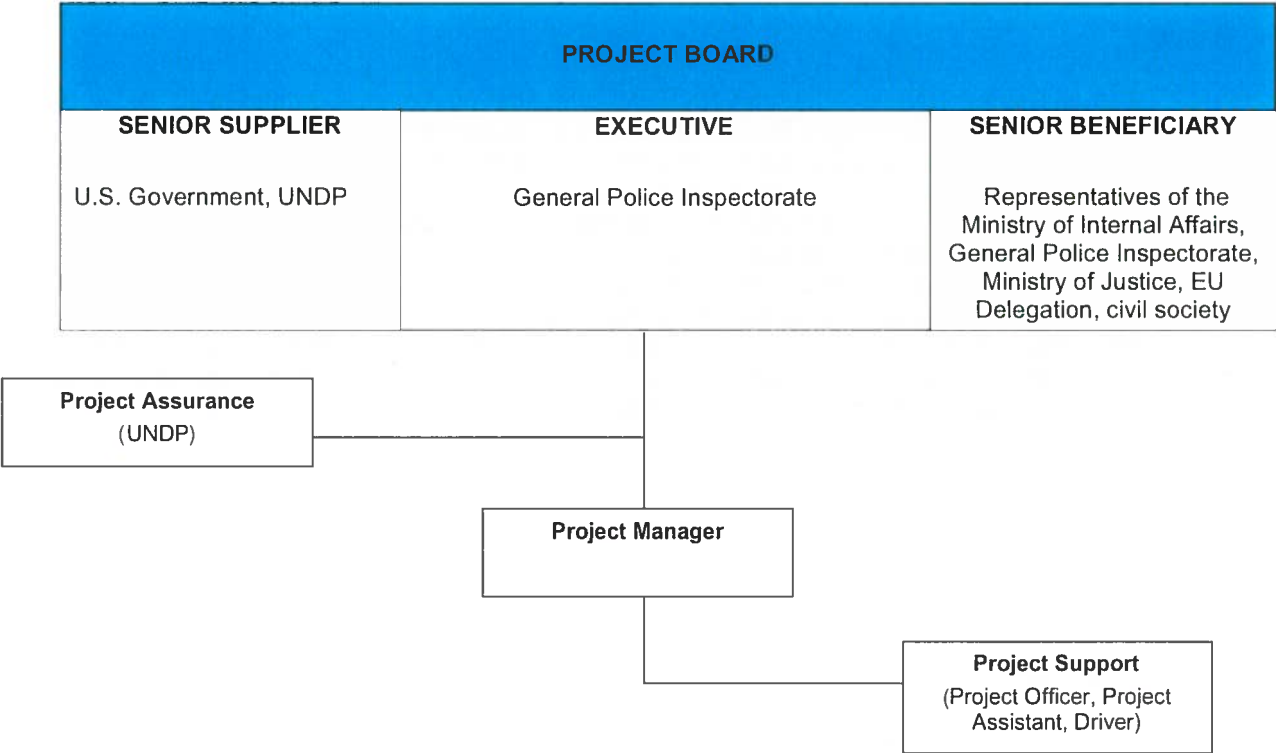
role ensures appropriate project management milestones are managed and completed. The Project Assurance is the responsibility of each Project Board member. On behalf of UNDP the function is delegated to the UNDP Justice and Human Rights Programme Analyst. The National Coordinator may appoint its representative/s to carry out the project assurance role on behalf of the project executive.

UNDP will carry out monitoring and assessment of risks, as well as provide narrative and financial reporting to project donors on a regular basis as determined by specific agreement. UNDP follows international standards in the implementation of project and programmes according to the UNDP results Management Guide (<http://content.undp.org/go/userguide/results>)

The implementation of the project activities will be supported by a project team. The proposed composition of the project team is: Project Manager, Project Officer, Project Assistant and a driver; their duties and responsibilities shall be reflected in their terms of reference. The project staff will be placed in rented office and will require the necessary ICT equipment to ensure functionality and operability of the project, including computers, UPSs, photocopy machine, phones, fax, etc.

UNDP Moldova Country Office will support the implementation of the project through: provision of in-kind contributions (support/materials), soft assistance in project management, assistance in recruitment of staff and project start-up activities, in procurement of goods and services; advocacy and support for national counterparts in additional fund-raising for project activities, monitoring and evaluation of the Project implementation and project audit (in case needed) according to UNDP rules and procedures.

**Project Management Structure**



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## VII. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the Quarterly Progress Report (QPR) covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

## Quality Management for Project Activity Results

<b>Output 1:</b> Enhanced capacity of the General Police Inspectorate staff in the areas of crime scene management, evidence collection and primary crime response.		
<b>Activity Result 1 (Atlas Activity ID)</b>	Enhanced crime scene management and crime response	Start Date: February 2014 End Date: December 2017
<b>Purpose</b>	To strengthen the capacities of criminal investigators/crime scene technicians and other Police staff in the area of proper crime scene management, evidence collection and primary crime response, along with providing the GPI Forensic Centre and its territorial subdivisions with essential equipment for the crime scene investigation and securing the evidence for further laboratory analysis	
<b>Description</b>	<ul style="list-style-type: none"> <li>- Organise training for crime scene investigators from all over the country;</li> <li>- Provide crime scene evidence kits and reference standards/samples for laboratory investigations;</li> <li>- Provide 3 crime scene vans, stocked with proper forensic equipment;</li> <li>- Provide 12 vehicles for processing routine crime scenes, stocked with proper forensic equipment;</li> <li>- Provide blast blankets, communication and other EOD equipment to the Bomb Squad of the GPI Forensics Centre;</li> <li>- Provide software and hardware for cyber forensic investigations;</li> <li>- Provide Fulger Squad with basic communication gear for a better response to various threats and attacks;</li> <li>- Upgrade Forensic Centre`s conference and training facilities.</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> <li>• Number of forensic staff trained on modern crime scene investigation techniques;</li> <li>• Number of Police units endowed with modern forensic equipment for the proper investigation of crime scenes and delivery of first crime response.</li> </ul>	Report(s) on trainings  Assets transfer act(s)  Monitoring by the UNDP Moldova Country Office Procurement Unit of procurement procedures  Police activity reports and logs	November 2017

<b>Output 2:</b> Strengthened linkages between the police and community		
<b>Activity Result 2 (Atlas Activity ID)</b>	Strengthened linkages between the police and community	Start Date: February 2014 End Date: December 2017
<b>Purpose</b>	To strengthen the community based police ability to deter and prevent crime by establishing a partnership with the surrounding community in pilot areas.	
<b>Description</b>	<ul style="list-style-type: none"> <li>- Identify and provide suitable spaces to house pilot community policing stations;</li> <li>- Re/construct the offices and ensure a public friendly lobby area, child play area, accessible public restroom and proper working space with appropriate furniture and equipment;</li> <li>- Increase awareness and visibility of community based policing and the pilot community policing stations;</li> <li>- Train the police officers assigned to the pilot community policing stations in community policing strategies and tactics.</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>

	<i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	
<ul style="list-style-type: none"> <li>Increased level of trust in police by at least 10% based on public surveys by the end of the Project;</li> <li>Number of police staff members trained in community based policing tactics and their performance measured by daily logs and after training surveys;</li> <li>Number of police stations remodelled in line with community policing principles.</li> </ul>	Report(s) on trainings Assets transfer act(s) Monitoring by the UNDP Moldova Country Office Procurement Unit of procurement procedures Opinion polls, organized by independent organizations Police activity reports and logs	November 2017

<b>Output 3:</b> Strengthened capacities of the General Police Inspectorate to comprehensively implement and report/communicate on the police reform agenda		
<b>Activity Result 3 (Atlas Activity ID)</b>	Strengthened capacities of the GPI to implement the police reforms	Start Date: August 2014 End Date: December 2017
<b>Purpose</b>	To strengthen the capacities of GPI to design, implement and report/communicate in a comprehensive and consistent manner the police reform activities, undertaken in a number of priority areas by mobilizing focused international and/or national expertise and providing appropriate conference facilities to interact with mass-media and general public.	
<b>Description</b>	<ul style="list-style-type: none"> <li>- Identify and coordinate the priority areas in need of international and/or national expertise;</li> <li>- Draft Terms of Reference and other documentation for the selection of international and/or national advisors;</li> <li>- Select and contract international and/or national advisors;</li> <li>- Awareness and visibility measures;</li> <li>- Capacity building activities;</li> <li>- Organize the procurement of identified items and supervise delivery by the selected supplier.</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> <li>Public opinion about the capacities of Police units to address reform areas in a comprehensive and visible manner strengthened by at least 10% based on INL public survey;</li> <li>Number of police staff members benefiting from first hand expertise and knowledge sharing, provided by the international advisors;</li> <li>Number of public events held in the upgraded conference facilities;</li> <li>Increased level of trust in police by at least 10% based on public surveys by the end of the Project.</li> </ul>	Advisors' activity reports GPI's activity reports Assets transfer act(s) Monitoring the procurement procedures by the UNDP Moldova Country Office Procurement Unit Project progress reports Opinion polls, organized by independent organizations	November 2017



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## VIII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Moldova and UNDP, signed on October 2, 1992 and the amendment of the same of July 5, 1997.

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

The executing agency shall:

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

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative provided that he is assured that the other signatories of the project document are in agreement with the proposed changes:

- a) *Revisions in, or addition of, any of the annexes to the project document;*
- b) *Revisions which do not imply significant changes in the objectives, outputs or activities of the project, but are caused by the rearrangement of inputs agreed to or by cost increases due to inflation; and*
- c) *Revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation.*

Changes to be introduced should be discussed and agreed on up by members of the Project Board.

## RISK LOG

Project Title: Support to the police reform in the Republic of Moldova				Award ID: 00062264		Date: 17 March 2016			
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngmt response	Owner	Submitted, updated by	Last Update	Status
1	Extraordinary parliamentary elections and/or fall of the Government	25.11.2013	Political	Delays in project implementation related to the parliamentary election campaign and/or Government reshuffling.  P = 3 I = 3	The activities shall be finalised at the largest extent before the start of the elections campaign; Work with mid-level staff, since they are most unlikely not to be reshuffled; involve as much staff as possible to ensure long institutional memory.	Project executive	UNDP	17.03.2016	
2	Lack of qualified consultants and/or construction companies on the job market	25.11.2013	Organisational	Delays in hiring plans and advancement of reforms P = 2 I = 3	Develop specific outreach campaigns and motivation schemes to attract qualified individuals.	Project executive	UNDP		
3	Staff turnover in State institutions	25.11.2013	Organisational	Delays in project implementation  P = 2 I = 2	Changes will be embedded into the officially approved rules, procedures and plans to ensure the institutional memory and sustainability.	Project executive	UNDP		
4	Low receptiveness of the State institutions employees on the implementation of new knowledge received	25.11.2013	Organisational	Reduction in the project's results sustainability  P = 2 I = 2	Engage in continuous dialogue with the management of the target State institutions on the performance of trained employees.	Project executive	UNDP		

5	Insufficient strategic approach and sustainability of reforms on community policing	17.03.2016	Political and organisational	Reduction in project's sustainability P = 2 I = 2	the results	Engage with the MIA, Police and other stakeholders into the dialogue and provide strategic advice on the vision and planning over community policing development in Moldova.	Project executive	UNDP		
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