Project Document

Republic of Moldova

Project Title: Support to Law Enforcement Reform in Moldova
Project Number: Award 00114863, Output 00112715
Implementing Partner: Ministry of Internal Affairs, General Police Inspectorate
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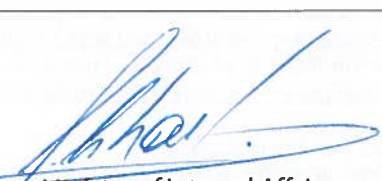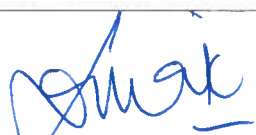
Brief Description
Police reform is coordinated by the Ministry of Internal Affairs and the General Police Inspectorate (GPI) and is carried out in the wider framework of the reform of the justice and law enforcement authorities in the Republic of Moldova (justice sector reform, security and border management reform). The **overall objective** of the project is to assist the MIA and GPI in developing an accountable, efficient, representative, transparent and professional law enforcement system, closer to the best international practices. This intervention will assist the project beneficiaries to shift from policy formulation to practical implementation of priorities defined in national strategic documents, seeking to further strengthen institutional and professional capacities of MIA and Police units and provide technical assistance in specific areas of intervention that are equally important for the steady progress of the law enforcement reform.

Contributing Outcome (UNDAF/CPD): UNDAF 2018-2022 Outcome 1 CPD 2018-2022 Output 1.4 **Indicative Outputs with gender marker:** GEN2 marker **Management Arrangements**: Support to National Implementation Mechanism (Support to NIM)	Total resources required:		$1,740,000
	Total resources allocated:	**UNDP TRAC:**	
		Donor:	$1,740,000
		Government:	
		In-Kind:	$ 40,950
	Unfunded:		

Agreed by (signatures):

Ministry of Internal Affairs	UNDP Moldova
Ianus Erhan State Secretary, Ministry of Internal Affairs	Dima Al-Khatib UNDP Resident Representative
Date:	Date:

I.   DEVELOPMENT CHALLENGE

Efficient, transparent and reliable justice and law enforcement systems are very important for the sustainable development. Acknowledging the importance of this issue, the Government of Moldova engaged since 2010[1] in a complex reform of internal affairs and law enforcement systems. The reform aimed at strengthening professional, efficient, and politically neutral institutions that perform their function in the interest of people – for both men and women, including those belonging to vulnerable, minority and marginalized groups, ensuring the respect of rule of law, equality and protection of human rights.

Over the past years, the Ministry of Internal Affairs (MIA) and its sub-divisions engaged in a number of structural changes and reforms to comply with best EU practices in this field (e.g., new pieces of legislation, internal restructuring, demilitarization of MIA, reform of carabineer troops, developing a dual public order system, delimitation of Police from MIA and creation of a new police structure – General Police Inspectorate) and to improve the quality of services delivered to men and women in Moldova. Despite some progress, there is room for more decisive and profound actions. The 2015 EU Report on the implementation of the European Neighborhood Policy in the Republic of Moldova[2] particularly highlights the need for making firm progress on law enforcement reform. At the same time, the 2018 Association Implementation Report on Moldova[3] states that the independence of justice, law enforcement as well as national anti-corruption authorities need substantial improvement.

Bearing in mind the need for further changes, several national strategies were enacted during the last years to reform Police and strengthen the public order and security system in Moldova under the overall internal affairs/law enforcement reform.

The Police Development Strategy 2016-2020[4] (the Strategy), adopted in May 2016, consolidates all Police reform efforts into a national framework document and aims at establishing a Police service serving the interests of citizens and community. This policy document sets the reform directions to be followed during the upcoming years with a focus on modernization of Police operation, increasing efficiency, accountability and transparency, strengthening training and crime response capacities, implementation of the community policing throughout the country, increasing number of women in police and mainstreaming the respect for human rights in Police activity.

The Strategy on Reforming the Carabineer Troops (2017-2020)[5] aims at transforming the Carabineer Troops into a professional, modern, efficient and transparent police structure with a military status, enabled to act professionally in the interest of the citizen and state, both in crisis situations and to ensure public order applying wise policing means and methods.

[1] *Concept Paper on the Reform of the Ministry of Internal Affairs and its Subordinated and Decentralized Units (06 December 2010)*, http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=337008
[2] *Implementation of the European Neighbourhood Policy in the Republic of Moldova. Progress in 2014 and recommendations for action (25 March 2015)*, http://eeas.europa.eu/enp/pdf/2015/repulic-of-moldova-enp-report-2015_en.pdf
[3] *Association Implementation Report on Moldova (03 April 2018)*, https://cdn4-eeas.fpfis.tech.ec.europa.eu/cdn/farfuture/Bsw7bS5h390fCujCmGRX1jA5BgDcARl6Z_E_fG86JZA/mtime:1522915732/sites/eeas/files/association_implementation_report_on_moldova.pdf
[4] http://lex.justice.md/viewdoc.php?action=view&view=doc&id=364882&lang=1
[5] http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=370551

The National Public Order and Security Strategy (2017-2020)[6] is focused on building a modern, dual, integrated, interoperable, and consolidated public order and security system to strengthen the individual's safety and security of the society and the state.

Despite relatively high trust (34%) in Police in comparison with the Government as a whole (15%),[7] both the MIA and GPI suffer from a reputation of being affected by corruption and politicization. The EU's 2017 Association Implementation Report on the Republic of Moldova particularly stresses that perceived political interference in the law enforcement is considered a systemic impediment to social and economic development.[8]

The situation can be partially explained by the fact that many reform targets are not achieved yet and the progress in the implementation is less visible to the general public, while the reform shall also address emerging needs of women and men and the government's priorities. The Government Action Plan exposed to the public consultations in August 2019[9] suggests for the Public Order Sector activities that are in line with the above-mentioned strategic objectives and aim at the MIA and GPI further capacity development, reengineering of internal business processes, strengthening coordination capacities and introducing modern operations instruments and tools.

This reconfirms that the main challenge in reforming Moldova's law enforcement system and ensuring improved policing services is not planning and strategizing, but rather the implementation of reforms already started with a focus on supporting the overall capacity building of the internal affairs system.

Furthermore, the Police is experiencing underrepresentation of women in police service. In 2016, only 14% of police officers and sub-officers were women. Highlighting this issue, the Police Development Strategy for 2016-2020 aims to increase the share of women in Police to 20% by 2020[10]. As of June 2019, 18.3% of police officers and sub-officers are women[11].

There are several development partners supporting the implementation of the law enforcement reform in the Republic of Moldova. The EU became the main donor supporting the Police reform during 2017 – 2020 through the direct budget support, technical assistance and twinning projects, as well as significantly contributing to the effective border management though the long-term EU Border Assistance Mission (EUBAM). The U.S. Government is a very important partner of the MIA and GPI, funding and supporting interventions in such areas as enhancing forensic capacities, community policing, combatting organized crime and trafficking in human beings, border management and building capacities of border police, domestic violence, etc. Other partners providing support for the implementation of specific Police reform activities include Romania, Sweden, Austria, Poland, UNICEF, UN Women, etc. However, the resources allocated in the State budget and the donors' support are still not sufficient for the implementation of all actions under the Strategy, while they are spread unevenly between specific areas. The Project fills the identified

[6] http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=370469
[7] Institute for Public Policies (IPP), *Barometer of Public Opinion (January 2019)*, http://ipp.md/wp-content/uploads/2019/02/Anexele-BOP_02.2019.pdf
[8] *Association Implementation Report on the Republic of Moldova (10 March 2017)*, https://eeas.europa.eu/sites/eeas/files/association_implementation_report_on_the_republic_of_moldova_2017_03_10_final.pdf
[9] https://gov.md/ro/content/planul-de-actiuni-al-guvernului-pentru-2019-2020-va-fi-supus-consultarilor-publice
[10] *Policy Matrix for the Implementation of Budget Support for Police Reform (2017-2020)*, http://politia.md/sites/default/files/matricea_de_politici_sb.pdf
[11] *Police Activity Report, Semester 1, 2019*, http://politia.md/sites/default/files/raport_politia_6_luni_2019.pdf

gaps by providing practical solutions and support to the MIA to implement the Strategy and commit towards the realization of the SDGs at the scale of Moldova.

II. STRATEGY

The comprehensive character of Police reform requires systemic changes and interventions at different levels and in various areas: legislative, institutional, operational, professional, community, individual, etc. This approach requires specific knowledge, capacities and experience the national stakeholders are lacking. Thus, targeted assistance is needed to support the national stakeholders in strengthening institutional capacities, reengineering internal business processes, improving strategy coordination capacities and putting in place modern operation instruments and tools, which will help achieving sustainable results of Police reform for the benefit of men and women in the Republic of Moldova.

Responding to this challenge, the Project will shift from policy formulation to the practical implementation of priorities defined in the national policy documents, aiming to further strengthen institutional and professional capacities of MIA and Police units and provide technical assistance in specific areas of intervention that are equally important for the steady progress of the reform. These refer to better internal communication capacities of Police, modernized Police/internal affairs human resources management system, enhanced capacities of MIA and GPI for the coordination and implementation of Police Development Strategy, strengthened professional training capacities of the Police system, further improved forensic capabilities and support in implementation of community policing concept. Other intervention areas may be identified and integrated into the Project workplan during the implementation period.

The above-mentioned approach will also support achieving the target on increasing the share of women in Police through gender sensitive recruitment, human resources management and training, contributing to reducing the gender gap in police service. Moreover, it will contribute to the implementation of the National Program for 2018-2021 on implementation of the UN Security Council Resolution 1325 "Women, Peace and Security".

The Project is aligned to the strategic priorities of the United Nations in Moldova. The United Nations-Republic of Moldova Development Assistance Framework (UNDAF 2018-2022) makes the emphasis on the following people-centered development outcome: "The people of Moldova, in particular the most vulnerable,[12] demand and benefit from democratic, transparent and accountable governance, gender-sensitive, human rights- and evidence-based public policies, equitable services, and efficient, effective and responsive public institutions." In addition to this, UNDP's Country Programme Document for the Republic of Moldova (2018-2022)[13] is setting more details regarding the police development with the following output "Women and men, including from minority and marginalized groups, are enjoying rule of law and protection of human rights ensured by inclusive institutions," which will be measured by the progress of gender-responsive measures integration in police human resources management and the increase of share of women in police.

Human rights-based approach and gender mainstreaming are two cross-cutting issues to be considered during the project implementation. The activities planned will contribute to

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[12] Children left behind by migrant parents, older persons, the unemployed, persons in the lowest income quintile, persons with disabilities, survivors of violence, victims of human trafficking persons living with and affected by HIV and AIDS, religious minorities, ethnic and linguistic minorities, stateless persons and refugees, and LGBTI persons.

[13] http://www.md.undp.org/content/dam/moldova/docs/Legal%20Framework/CPD%202018-2022.pdf

mainstreaming and raising awareness about human rights dimension in Police activity, striving, at the same time, to adapt the interventions to different gender needs.

This intervention will also contribute to advancing the fulfillment by the Republic of Moldova of SDG #16 "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels". An accessible, accountable, efficient, representative, transparent and professional police force in the Republic of Moldova will help building a more secure and safe society and will ensure the access of everyone to justice and to remedies.

The overall theory of change of the Project is that,

if

- a) recruitment, selection and promotion in internal affairs system is done in a merit-based, competitive and transparent manner and take into consideration the gender disparities of access to available posts,

- b) Joint Law Enforcement Training Centre has necessary means to deliver competence-based professional training to Police,

- c) internal communication channels are established in Police to ensure sharing of knowledge and practices and engagement and buy-in at all police levels,

- d) institutional capacities of MIA and Police to design and implement law enforcement reform activities are enhanced,

- e) MIA has improved capacities to deploy canine units to ensure public order and security,

- f) forensic investigations conducted by the Police are in line with applicable international standards,

- g) Police operations and infrastructure are based on the community policing principles,

then

premises for successful implementation of sector reform strategies will be created, contributing to ensuring the rule of law, enhancement of public order and security and protection of human rights,

because

men and women in Moldova will benefit from a more professional, efficient, accountable, human-centred and gender-sensitive law enforcement system.

The overall objective of the Project is to assist the MIA and GPI in developing an accountable, efficient, representative, transparent and professional law enforcement system, closer to the best international practices. This intervention will, to the extent possible, build on the development assistance previously provided through U.S. Government/INL-UNDP interventions and will further seek to support the law enforcement reform in Moldova.

Therefore, the Project will continue to support national stakeholders in the Police reform implementation and in strengthening institutional capacities. The results and activities of the Project are designed to help MIA and GPI to fulfill the internal modernization efforts and strategic objectives in line with international best practices, including mainstreaming and promotion of human rights and gender responsiveness.

III. RESULTS AND PARTNERSHIPS

Expected Results

The achievement of Project's overall objective will be further advanced by implementing the following Project components:

1. Strengthening the human resources management of the internal affairs system

Modernization of the human resources management system is one of the cornerstones of the Police reform in Moldova. The Police Development Strategy for 2016-2020 pays a particular attention to the reform of the recruitment and selection system, aiming at introducing a new **merit-based, competitive and transparent recruiting, selection and promotion mechanism**, with due consideration to gender equality and diversity, and addressing gender disparities of access to senior management posts. Thus, improved recruitment and selection processes, along with the redefined professional training system, are at the heart of increasing the quality of Police staff and building a more professional and efficient Police service.

1.1 Operationalize the MIA's Recruiting and Evaluation Centre

The current MIA's recruitment system is affected by several problems, which impacts the quality of recruited staff and, thus, the overall performance of the institution. The recruitment is done by each Police Inspectorate, thus is not focused on the candidate, does not possess tools to ensure a high level of integrity of the candidates and a protection against undue influence in the process, being prone to corruption and favoritism. There are neither specialized units and trained staff dealing with the recruitment processes, nor clearly defined SOPs. Use of IT tools in recruitment is deficient.

The new approach to recruitment calls for restructuring the system at different levels, including in terms of policy formulation, establishment of a space for testing and provision of instruments conducive to an objective, merit-based and unbiased police/internal affairs recruiting and selection system.

The Concept on the Recruiting and Evaluation Centre of MIA (the Center), approved in September 2018, defines the MIA's new vision on the recruitment processes, linking the described workflows with the general institutional goal of modernizing the human resources management system. The Center will deal with the recruitment for the entire internal affairs sector (including police, border police, emergency service, etc.), ensuring a unified implementation of institutional recruitment policies, standardization of procedures and professionalization of staff. As per the Concept, the recruitment process will have several stages, including on-line application, computer-based general knowledge testing, psychological testing, medical check-up.

The project will support the reform of the internal affairs/police recruitment system by creating conditions for the operationalization and functioning of the new recruiting center, including:

(a) conducting a feasibility study to define the implementation roadmap, including on center's infrastructure and workload capacity, organization and staff, hardware and software ecosystem;

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(b) renovation of the premises for the Center that will be identified by the MIA based on such criteria, as a central and easily accessible location, separate entrance, general condition and sufficient size to accommodate the Center's needs;

(c) provision of ICT equipment and office furniture – preference will be given to the creation of a data center and the computer classroom(s) to be used for computer-based testing. The exact quantity of computer hardware will be decided based on the feasibility study findings and recommendations;

(d) provision of software solutions required for organizing the recruiting and selection of internal affairs staff, including for the creation of an integrated database and case management, data protection and back-up, random generation of tests and automation of other related processes;

(e) elaboration of the Center's internal regulations and Standard Operating Procedures (SOPs); and

(f) building capacities of the recruiting center's staff through targeted training and exposure to the best international practices in this field.

This component will focus on improving the way the human resources management system of the overall internal affairs system works. The activities detailed above will enable the establishment of an operational and self-sustainable Recruiting and Evaluation Centre within the MIA.

1.2 Strengthen the professional training capacities of Police system

Professional training of staff is an area of a particular importance for the successful implementation of police reform. The Joint Law Enforcement Training Center (JLETC), established in 2018, is meant to put in practice a new approach to police training following a modern training program, developed in line with international standards and best practices, focusing on the operational skills development, modern policing and management techniques, and mainstreaming the respect to human rights and gender equality. The ultimate goal of the new approach to professional training is to deliver knowledge and develop practical skills required for an efficient and modern policing activity.

This intervention will help the JLETC to operationalize the competence-based training program. While seeking synergies with other development assistance provided in this field, the planned activities will focus on enhancing technical capacities of the Joint Law Enforcement Training Center to provide professional training using modern facilities and gear. Therefore, the assistance will be channeled to provide the JLETC with relevant equipment and gear necessary for the operationalization of physical and tactical training for the police officers at the JLETC.

The MIA will be the main partner for the implementation of these activities. The Ministry will be in charge of drafting and ensuring the approval of the regulatory framework for the operationalization of Recruitment and Evaluation Centre, as well as will organize the recruitment of staff following a commonly agreed approach.

2. Enhancing the internal communication capabilities of Police through establishing an intranet system

Developing and maintaining an effective system of communication is a primary among the ever-recurring and persistent problems in the field of police management. Communication is the main vehicle for bringing about agreements between all the members of a department on important decisions regarding the way of action on the common police's objectives. It is the base for a common

and continuing understanding of problems and accomplishments experienced in the day to day pursuits toward the objectives[14].

The Police Development Strategy sets the improvement of internal and external communication of the Moldovan Police as one of the key priorities. The external communication is a crucial element for strengthening the role of Police in a democratic society, raising the public interest towards their activity, increasing public trust, and enhancing cooperation with national and international partners. Moreover, strengthening the capacities for results-oriented communication of Police will contribute to the timely access to information by professionals, members of the public, civil society and relevant national and international stakeholders, as well as will increase its transparency, accountability and visibility. The need for an efficient external communication is equally matched by the need for improved internal communication through information and knowledge sharing, distribution of good practices and various learning opportunities.

The delimitation of communication into the internal and the external ones brings a specific set of challenges and potential solutions. The Police has constantly improved its external communication, while the internal communication was lagging behind. The SWOT analysis on police communication recognizes the internal Police communication as being weak and inefficient[15].

The internal communication has a critical importance for the overall performance of the Police. It is a process through which interaction between members of a police department and between units is made possible. As such, it is a carrier of a social process by which police executives influence and, in turn, are influenced by the subordinate officers. Accordingly, it is grounded in the interchange of ideas, and in this respect, it involves the broad field of human interchange of thoughts, ideas, opinions, and attitudes, which are primarily designed to modify human behavior[16].

Internal communication has also the role of promoting the corporate values and making the voices of different layers of police officers being heard. Lack of a common communication space may increase the level of dissatisfaction within the organization, feed the mistrust among the employees, who have the tendency of projecting the professional dissatisfaction on the people around. Thus, the assistance provided will aim at building an internal communication system of GPI and developing a viable communication line with a focus on police reform agenda.

Building a coherent and sound internal communication will also help the Police to increase its performance. The Intranet is the most used instrument for the internal communication, being able to play a central role in this process by offering a virtual space for collaboration and data exchange. Currently, there is no Police intranet and a lack of communication means between the headquarters and police stations throughout Moldova. An intranet platform should be created as a simple, practical and user-friendly environment for information and knowledge sharing and learning, both at the national and local level. It should be more about business and organizational cultural change than just a technical implementation. The Intranet should use a blend of communication and information tools, being able to target content right down to the police station level.

The development of Police Intranet should be implemented in several stages, which can be virtually defined as (i) conceptualization (including feasibility study, development of technical specifications, engagement with relevant stakeholders, including exploration of users' expectations; establishing

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[14] John P. Kenney, Internal Police Communications, 46 J. Crim. L. Criminology & Police Sci. 547 (1955-1956), https://scholarlycommons.law.northwestern.edu/cgi/viewcontent.cgi?article=4410&context=jclc
[15] Police Communication Development Plan for 2017-2020 (not published).
[16] John P. Kenney, Internal Police Communications, 46 J. Crim. L. Criminology & Police Sci. 547 (1955-1956).

a regulatory framework, etc.); (ii) development (creation of software and hardware solutions and capabilities able to accommodate Intranet functionalities, develop platform administration and content management capacities of the end-user); (iii) testing/piloting; and (iv) roll-out. The activities under this intervention will address the conceptualization stage, focusing on:

(a) Conducting a feasibility study and assessing the enabling environment – to provide answers to what is expected and needed, describe the technical requirements, network requirements, hardware needs, needs in terms of staff, define the regulatory framework and internal policies needed for the operationalization of intranet, data protection, monitoring, access control, content management, etc. All subsequent actions will depend on the findings and recommendation of the feasibility study;

(b) Learning from the best practices related to Police intranet creation, operationalization and content management through study visits and peer exchange.

The GPI will be the main partner for the implementation of these activities and will ensure the regulatory environment (regulations, SOP, etc.) enabling the use of Police Intranet.

3. Supporting the implementation of community policing concept in the Republic of Moldova

Community policing is a concept and a model of institutional modernization of police, wherein the Police becomes more responsive to the needs of the community it serves. Within this concept the police and the community form a partnership to solve local problems, provide security and safety, prevent and deter crime, and report suspicious activities. The partnership between the police and community will be the basis for the public's interaction with the police and will restore the community's confidence in the police officers' ability to be an effective and professional law enforcement body.

The commitment to change the way Police operates and to bring it closer to the community is reflected in many 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. The 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 support for the implementation of Community Policing concept in Moldova, designed and provided under the previous U.S. Government/INL-UNDP interventions, has enabled the Police to offer a model of a more user-friendly environment for the community-police engagement by redesigning and remodeling police stations in two pilot areas (Chisinau (2017) and Singerei (2018)). Furthermore, previous interventions moved the community policing agenda forward by developing police bicycle patrolling capacities at the regional level.

The current intervention will seek to continue the work on both dimensions mentioned above. The use of the police station space as a community-police collaboration tool will be further expanded. Capitalizing on Chisinau and Singerei experiences, the next two pilot police stations (tentatively from Ungheni and Cahul regions) to be transformed through this Project will further explore the potential of innovation (for instance, by using 'design thinking' and/or 'behavioral science'

techniques) in rethinking the ways Police engages with the community and delivers services to women and men.

Community policing requires a set of knowledge and skills, complying with the new philosophy of policing activity. Bearing in mind the needs of police and community, the staff of the police stations engaged in the Project (tentatively up to 20 people) will be trained to better understand and apply the community policing concepts and address the needs of men and women, boys and girls from the community they serve. The capacity building component will capitalize on community policing training framework, developed by the GPI in partnership with the Government of Sweden.

Furthermore, the success of police bicycle patrol as part of community policing concept has been proved with many occasions in different jurisdictions. Improved community relations, cost savings, faster response time and environmental benefits are just some of the reasons to consider establishing a bicycle patrol.

Following the positive pilots in Chisinau and other 4 regions throughout the country, the Project will focus on further expanding the map of police bike patrol services in additional 4 regions (to be determined) by providing 20 police bicycle patrol officers with the necessary knowledge, skills and equipment to ensure efficient patrolling, engagement with the community, and secure communication and interaction with other Police units. The General Police Inspectorate shall be the main partner for this activity.

4. Enhancing the K9 capacities of the internal affairs system

The Canine (K9) Units play an important role in ensuring public safety and order. These are specialized law enforcement subdivisions, bringing together law enforcement officers and specially trained service dogs to perform police duties. The service dogs are normally used to protect specific personnel, search for criminals, help search and rescue missing people, search for drugs, explosives or other dangerous substances and to help implement other important activities in the police service.

Currently, several K9 units are operating in different law enforcement bodies under the auspices of the Ministry of Internal Affairs. The General Police Inspectorate, the Border Police Inspectorate and the Inspectorate for Emergency Situations have specialized K9 units. The MIA Functional Analysis (2015) found out that the K9 regulatory framework is outdated, there are no SOP or training guidelines, the level of equipment is inadequate, and the transportation capacities are insufficient. Bearing this in mind, the MIA Functional Analysis recommended creating a single K9 Unit to serve the needs of all MIA subdivisions, allowing for the concentration of resources and capacities for a better operation and coordination.

Following up on this recommendation, the National Strategy on Public Order and Security for 2017-2020 foresees strengthening of law enforcement K9 capacities by creating a unified center for this purpose. The MIA's preliminary vision on the K9 Center includes two directions of activity: (i) training of staff and service dogs and (ii) breeding of dogs.

Currently, the majority of K9 teams (K9 specialist and service dog) within the internal affairs system are serving in the Border Police, where are 60 operational K9 teams out of 108 posts. At the same time, the total needs of the Border Police amount to 180-200 K9 teams.

The training process of K9 specialists and police service dogs lasts in average 12-18 months, being divided in several stages: initial training (5 weeks classroom training, without the puppy), general training (establishing the link between the K9 specialist and the dog, dog training commands, etc.

– up to 11 months) and specialized training (focusing on the specific abilities of the dog and the area of activity (drugs, explosives, tobacco, persons, etc.). The first stage of the professional training was recently institutionalized, being provided by the Centre of Excellence of the Border Police. The other two professional training stages are carried out at the individual K9 unit level.

The annual turnover of service dogs in Border Police is about 10 out of 60 dogs. The main source of covering the needs comes from external donations and direct purchase, with only a few dogs coming from the Border Police's own breed. This situation is mainly due to the lack of appropriate facilities and infrastructure for carrying out the breeding process. Thus, the engagement under this project component will help MIA and its subdivision in addressing the above-mentioned development need by:

(a) conducting a feasibility study on establishing the K9 Centre, including on center's infrastructure, organization and staff, the best option for the dislocation of the K9 Centre;
(b) updating/upgrading the infrastructure of the K9 Center (developing designs, re/construction of premises);
(c) creating conditions for training, caring and breeding service dogs (veterinary unit, kennels, outdoor training facilities);
(d) equipping the K9 Centre with office furniture, ICT equipment and devices for veterinary examination of dogs (ultrasonography, X-ray and endoscopy); and
(e) updating the regulatory framework and developing relevant SOPs.

The MIA will be the main partner for the implementation of these activities. The Ministry will provide the premises for the future Center and will draft and ensure the approval of the regulatory framework for the operationalization of the K9 Center.

5. Embedded Advisers Program

The main goal of the Embedded Advisor Program is to provide the Ministry of Internal Affairs and the General Police Inspectorate with assistance in strengthening the capacities to design and implement activities in several priority/strategic areas: strategic development and coordination of police reform processes, hiring and selection of internal affairs staff. Other areas of interest may be targeted by this activity upon necessity, identified during Project implementation.

Strategic advice and assistance will be provided to the Ministry of Internal Affairs and the General Police Inspectorate in the implementation of reforms in line with 2016-2020 Police Development Strategy. The emphasis will be put on designing and institutionalization of a new inclusive Police human resources system and further conceptualizing and operationalizing the Joint Law Enforcement Training Center. Consultancy will be also provided to define a new merit-based recruiting and hiring mechanism for police staff, paying due attention to gender equality and diversity, and addressing gender disparities of access to senior management posts.

The advisers will ensure analytical and advisory support, facilitating the communication and cooperation with different stakeholders, including minority and vulnerable groups, on Police reform related issues. The consultants will also coach and support the staff of the project implementation units, established within MIA and GPI for Police Development Strategy implementation, and will ensure a constant knowledge transfer strengthening the Beneficiaries` capacities to engage in strategic reform processes.

This assistance will contribute to achieving enhanced institutional capacities of MIA and GPI to design, develop and implement reform activities aiming at strengthened role of Police in Moldovan

society, higher quality of performed work, increased public trust, and better cooperation with national and international partners.

The intervention envisages deploying international and/or national advisers at MIA and/or GPI. Thus, the advisors will have the advantage of working side by side with beneficiaries, understanding problems first hand and offering practical advice and expertise on the spot. The selection of advisors will be done according to UNDP recruitment rules and procedures with participation of the U.S. Embassy to Moldova and beneficiary institution(s). The recruitment process will be particularly focused on technical skills and relevant expertise of candidates, considering gender sensitive aspects; thus, preference will be given to equally qualified women. 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.

6. Enhancing forensic capacities of Police

Police is the largest investigation authority within the criminal justice system. The forensic capacities play a crucial role in ensuring an efficient investigation of a crime. Thus, a well-established forensic infrastructure, compliant with the international quality standards and equipped with relevant tools is crucial for the ability of forensic evidence to adequately put the case under review at all stages of the process.

Police Development Strategy 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 to achieve a higher public trust in Police forces.

Support provided under the previous U.S. Government/INL-UNDP interventions helped the Police Forensic Centre to increase its technical, professional and operational capacities and successfully achieve ISO 17025 accreditation. Activities under the current action will continue building forensic capacities of Police by providing specialized hardware and software solutions, training and peer-to-peer learning for diversifying the types of investigations and examinations it can perform (for instance, forensic video and audio analysis) and extending the ISO 17025 accreditation to new areas of forensic expertise (for instance, narcotic substance).

Resources Required to Achieve the Expected Results

The current timeframe for this intervention covers the period September 2019-August 2021, with an estimated budget of $1,740,000 (a detailed breakdown of costs is presented in the attached Multi-Annual Work Plan). The main project's Donor is the U.S. Government. During the project implementation, other potential donors will be identified and proposed to support other initiatives emerging in the context of law enforcement 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 provision of a project car and partial car maintenance costs; provision of office equipment; and covering office communication costs. Overall the UNDP Moldova in-kind contribution is estimated in the amount of $ 40,950.

To achieve the expected results, the Project will engage qualified international and national expertise, as well as specialized suppliers that will provide technical advice, services and goods required for the implementation of Project activities.

The project team structure is designed to cover all intervention areas of the project. UNDP Country Office will provide programmatic support (planning, monitoring, reporting to Donors) and Project's quality assurance, as well as support to procurement processes, management of the Project budget and finance, human resources and administrative matters on a cost recovery basis.

Partnerships

The project will establish partnerships and will engage with the Ministry of Internal Affairs and the General Police Inspectorate and the relevant subordinated institutions (Joint Law Enforcement Training Centre, Police Forensic Centre, Public Order and Security Department, IT Service, etc.) for the achievement of the project objectives and ensuring national ownership over and sustainability of the results achieved. Coordination with projects and interventions in the sector, supported by other development partners (EU, Sweden, etc.), will be sought to ensure synergies in achieving sector wide transformation.

Risks and Assumptions

Risks have been identified as part of the formulation process and captured in the risk log, attached as Annex 1. The project implementation shall span over a two years' period that might coincide with important events and reforms in the country, some of which can be anticipated and carefully factored into project plans, others will require the project to adjust as unfolding. The project team will consider the specific political context existing at the moment of implementation, and will plan the activities with caution, including timing and feasibility. Throughout the implementation period of time, the project shall maintain an apolitical focus of the project, which ensures the possibility to continue the operation and interaction with all the stakeholders during and after the politically-charged elections period. The Project Risk Log shall be maintained throughout the Project implementation to capture potential risks to the project and associated mitigation measures.

The Project results depend on the assumptions that:

1) There is a strong political will to further strengthen the law enforcement sector through enhanced professionalism, transparency, accountability and inclusiveness;

2) Implementing partners (MIA, GPI) have a strong ownership over the project and effectively engage in its implementation and offer their time staff and potentially financial (or in-kind) resources;

3) Project partners commit to sustain and further develop the results achieved with project support;

4) A strong donors' coordination mechanism in the law enforcement sector is in place;

5) Project resources are sufficient to meet the identified needs and implement agreed activities.

Stakeholder Engagement

Effective stakeholders' engagement is one of the key success factors for the project's implementation and UNDP will capitalize on the wide experience and methodologies that exist in the organization to ensure "no one is left behind". The project envisages strong coordination among different stakeholders to achieve the expected results.

The Ministry of Internal Affairs and the General Police Inspectorate are the main stakeholders engaged in project implementation. Each of these stakeholders will act both, as core actors, contributing to the sustainable implementation of the project activities, as well as beneficiaries – reaping the benefits of achieved results.

Both stakeholders will undertake specific responsibilities, meant to facilitate project implementation (as described above in *Expected Results* compartment), including by ensuring the necessary regulatory framework and swift decision taking on matters important for project progress.

South-South and Triangular Cooperation (SSC/TrC)

The Framework of operational guidelines on UN support to South-South and triangular cooperation defines South-South cooperation (SSC)[17] to be "a process whereby two or more developing countries pursue their individual and/or shared national capacity development objectives through exchanges of knowledge, skills, resources and technical know-how, and through regional and interregional collective actions, including partnerships involving Governments, regional organizations, civil society, academia and the private sector, for their individual and/or mutual benefit within and across regions. South-South cooperation is not a substitute for, but rather a complement to, North-South cooperation".

Triangular cooperation (TrC) involves Southern-driven partnerships between two or more developing countries supported by a developed country(ies)/or multilateral organization(s) to implement development cooperation programmes and projects.

The Project will seek to use, to the extent possible, the SCC/TrC to achieve and sustain the expected results by ensuring transfer of best available knowledge and experience, as well as, by communicating about and inspire other interested countries/entities to take over the Moldovan experience gained as part of this project. The SCC/TrC shall be applied in various forms that shall be deemed best suited for achieving the desired results, from peer-to-peer support and exchange, study visits, peer-reviews and international expertise to support the policy/legislation formulation process.

Knowledge

A specific focus shall be dedicated to developing and disseminating knowledge products to be used for knowledge sharing and replication of project methodologies by interested entities beyond the timespan of the project. Various knowledge products shall be produced as part of project implementation, namely feasibility studies; standard operating procedures and operation methodologies; activity reports and progress reports; public awareness materials. Experiences and achievements in the operation areas will be documented, to the extent possible, and shared to inform sector-wide policy change and reform initiatives at the national and/or sub-national levels. At the same time, the project shall produce and disseminate through media outlets and social networks various success stories, blogs, other media products, to educate the public through vivid examples about the Projects methodologies and results.

Sustainability and Scaling Up

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[17] https://digitallibrary.un.org/record/826679

The process initiated by the project will have systematic and significant implications at policy, coordination, institutional and service provision levels, having a sustainable impact both at the national and sub-national level.

The intervention strategy shall focus on ensuring the lasting effect of the results achieved at all stages of work, by:

- *working through existing institutions and building proactive institutional partnerships* – all project activities will be implemented with well-established partners (Ministry of Internal Affairs, General Police Inspectorate) whose institutional and professional capacities will be further enhanced to improve the overall quality of work of involved institutions. The Project will ensure a full and active engagement of targeted stakeholders at all stages of project implementation. The efforts to enhance institutional capacities of project beneficiaries will contribute to establishing stronger and human-centered law enforcement bodies in the long-run.

- *fostering ownership and internalization of Project results* – as the Project aims to invest into processes, internal policies, hardware capacities, achieving compliance with international standards, institutional and professional capacity and changed behaviors, the investment will stay with the partner institutions and staff, as well as will be transformed into skills for more active sector-wide engagement. The Project will build capacities by implementing activities in a calibrated way, considering national capabilities for policy and Project implementation and creating conditions for context-specific innovations and solutions to emerge, which can be shared, all increasing the sustainability of the Project interventions;

- *gearing self-multiplication mechanism* – the project will work to leave behind a core group of professionals who are well prepared to continue the work and ensure that results do not only hold up, but that additional progress is made. Hence, the project builds the multilateral capacity of stakeholders, so much so that the results will be fully produced by the beneficiaries rather than experts, transferring knowledge and skills rather than theories, and ensuring their buy-in and holding them accountable from the project onset. Tangible multiplier effects will be felt through the capacity building activities directed at relevant stakeholders, which will lead to positive spin-offs and cross-cutting advantages, whereby the newly acquired skills and abilities could be applied to other areas of work. All trainings to be provided as part of this project will provide institutional knowledge for future interventions and will be accompanied by practical tools for replication (i.e. training toolkits, manuals) and lead to improved codes of conduct and increased professionalism;

- *raising public awareness* to forge a deeper community engagement and participation –a well-structured communication line about Project results and achievements, showcasing the practical results and involving best achievers as motivational and inspirational examples, will target an increase of community engagement and understanding of law enforcement sector reform.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The proposed strategy is expected to deliver maximum results while making the best use of available resources, offered by the U.S. Government. Further resource mobilization efforts through the engagement with other Donors will be undertaken as necessary. The Project will look for synergies with other projects in the democratic governance, justice and human rights fields (or

beyond) that might allow for joint activities and for cost-sharing of the activities to achieve higher value for money. The Project will also use the corporate Long-Term Agreements with providers of computer hardware (HP or Dell), available to UNDP, to supply the beneficiaries with envisaged computer and server capabilities. The Project will ensure sharing relevant expertise and implementing joint procurement with other UNDP projects.

Throughout the project implementation, the Project team shall maintain primary attention on other ongoing and planned initiatives (inside and outside of UNDP) and actively explore possible synergies and opportunities for co-ordination and co-operation to ensure complementary rather than overlapping activities. Consultations with key public authorities, other donors and financing entities will be conducted throughout the implementation in combination with required adaptive management, thereby seeking to ensure the most cost-effective and results oriented use of the Donor's resources assigned for the Project.

Project Management

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

UNDP Country Office will provide programmatic, quality assurance, procurement, financial management, human resources and other operational support services. The cost of support services provided will be charged to the Project budget, as described in the table below:

Support Services	Schedule for the Provision of the Support Services	Cost to UNDP of providing such Support Services	Amount and Method of Reimbursement of UNDP
Payments, disbursement and other financial transactions, including direct payments, budget revisions, etc.	As agreed in the Annual Workplan (AWP) from the inception to closure of the project	Cost-recovery based on UNDP Universal Price List and Local Price List[18]	Periodic billing based on actual staff costs and agreed percentage
Recruitment of staff, project personnel and consultants, including creation of vendors, selection and recruitment of SC holders, personnel management services and banking administration, etc.			
Procurement of services and goods, including evaluation, proceeding through CAP, contracting, disposal and/or transfer of equipment and assets, customs clearance, etc.			

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[18] https://popp.undp.org/SitePages/POPPSubject.aspx?SBJID=184&Menu=BusinessUnit

Travel support, including travel arrangements and authorization, ticket, visa and boking requests, F10 settlement, etc.			
Organization of conferences, workshops and trainings, etc.			
Communication support, ICT support, etc.			

The Project Team will be placed in rented premises and will require the necessary facilities and equipment to ensure functionality and operability of the project, including computers, copy machine, phones, project car, maintenance and utilities cost, etc. The Project Team will have a possibility to take part in the staff development activities in country or abroad, as well as to accompany representatives of beneficiary/partner institutions in the study visits ensuring their good and efficient organization and also building their capacities for the effective performance and efficient project implementation.

Audit arrangements

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

The UNDP Office of Audit and Investigations (OAI) conducted an audit of UNDP Moldova in March–April 2018, covering the period 01 Jan 2017-31 Jan 2018. OAI assessed[19] the UNDP Moldova office as 'satisfactory' (the highest rating), which means "The assessed governance arrangements, risk management practices and controls were adequately established and functioning well. Issued identified by the audit, if any, are unlikely to affect the achievement of the objectives of the audited entity/area". Satisfactory performance was noted in the following relevant areas: governance, human resources management, procurement, financial resources management.

Financial management

Financial management of the project will be conducted under UNDP Financial Regulation and Rules (FRR). FRR are regulations that govern the financial management of the United Nations Development Programme and shall apply to all resources administered by UNDP and to all the Funds and Programmes administered by the Administrator. They ensure acceptable levels of controls, as well as separation of duties. The new FRR are issued effective 1 January 2012 and govern the broad financial management of UNDP and the funds administered by UNDP, including the

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[19] Audit of the UNDP Country Office in the Republic of Moldova, Report no. 1928 (23 May 2018), http://audit-public-disclosure.undp.org/view_audit_rpt_2.cfm?audit_id=1928

budgeting and accounting of resources. They have been updated to reflect the adoption of IPSAS and its terminology; and the revised harmonized cost classifications of the Joint report of UNDP, UNFPA and UNICEF on the road map to an integrated budget. Financial reporting mechanisms for the Project will follow UNDP rules and procedures and will comply with the reporting requirements of the Donor.

Anti-corruption

UNDP applies the UN Convention against Corruption and strictly follows the UNDP Policy of Fraud and Other Corrupt Practices at the country level. UNDP will provide mandatory capacity building for project staff and personnel to ensure compliance with the UNDP M&E Rules and Regulations, including on anti-corruption. The last internal audit of UNDP Country Office in Moldova (2018) has been satisfactory and there were no corruption cases identified at UNDP Moldova.

All Project staff will undertake the UNDP mandatory training courses on anti-corruption and on ethics during the project inception phase.

Accountability of managers at the country level is prescribed in UNDP's Programme and Operations Policies and Procedures (POPP) and the Internal Control Framework (ICF).

Intellectual property rights and use of logo

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

V. RESULTS FRAMEWORK

UNDAF 2018-2022 Outcome 1: The people of Moldova, in particular the most vulnerable, demand and benefit from democratic, transparent and accountable governance, gender-sensitive, human rights- and evidence-based public policies, equitable services, and efficient, effective and responsive public institutions

Outcome 1 indicators as stated in the Country Programme Document 2018-2022, including baseline and targets:

Indicator: % of people who trust in governance institutions (Parliament, Government, Justice) by sex and urban/rural status;
Baseline (April 2016): Justice: total: 7.8%; Men/Women: 9.1%/6.7%; Urban/Rural: 7.5%/8.0%;
Target (2022): Justice: total: 25%; Men/Women: 25%/25%; Urban/Rural: 25%/25%.
Means of verification: Barometer of Public Opinion

Applicable Output(s) from the UNDP Strategic Plan 2018-2021: 2.2.3. Capacities, functions and financing of rule of law and national human rights institutions and systems strengthened to expand access to justice and combat discrimination, with a focus on women and other marginalized groups

Project title and Atlas Project Number: Support to Law Enforcement Reform in Moldova (Award 00114863, Output 00112715)

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE	TARGETS
			Value (2019)	By the end of the Project
Output 1 Strengthened human resources management of the internal affairs system	1.1 Level of progress made in establishing the MIA's Recruiting and Evaluation Centre	Project reports, external testimony	MIA's Recruiting and Evaluations Centre not established	MIA's Recruiting and Evaluation Centre is established and operational, using renovated and equipped infrastructure and modernized processes
	1.2 Number (w/m) of police staff recruited using modernized processes	Project reports, external testimony	0	50 police staff (at least 20% women) recruited using modernized processes
	1.3 Number (m/w) of Police recruits completing the physical and tactical training at JLETC	Project reports, external testimony	0	50 Police recruits (at least 20% women) have completed the physical and tactical training at JETC

Output	Indicator	Means of Verification	Baseline	Target
Output 2 Enhanced internal communication capabilities of Police	2.1 Level of progress made in developing the Police intranet system	*Project reports, external testimony*	*No Police intranet system existing*	*Police intranet system developed*
Output 3 Support in the implementation of community policing concept provided	3.1 Level of progress made in improving physical infrastructure of the police stations in pilot regions across the country for a better police-community engagement	*Project reports, external testimony*	*Two pilot police station redesigned in line with community policing concept*	*Two police stations remodeled and operational in line with the concept of community-based policing by the end of the Project*
	3.2 Number (w/m) of police staff members from the selected two police stations trained in community-based policing tactics	*Project reports, external testimony*	*0*	*Up to 20 police staff (w/m) from the selected two police stations trained in community-based policing tactics*
	3.3 Number (w/m) of police officers equipped and trained to perform police bike patrolling duties	*Project reports, external testimony*	*28 bike police patrol officers from 5 regions trained and operational with INL-UNDP support*	*20 new police officers (w/m) equipped and trained to perform police bike patrolling duties in additional 4 regions*
Output 4 Enhanced K9 Capacities of the internal affairs system	4.1 Level of progress made in enhancing conditions for training, caring and breeding service dogs for internal affairs tasks	*Project reports, external testimony*	*Inappropriate conditions for training, caring and breeding service dogs for internal affairs tasks*	*Conditions for training, caring and breeding service dogs created*
Output 5 Embedded Advisors Program implemented	5.1 Percent of Embedded Advisors' recommendations included in the final policy documents	*Project reports, external testimony*	*0*	*50% of recommendations provided by the Embedded Advisors are reflected in the final versions of the policy documents developed with their support*

Output 6 Enhanced Police forensic capacities	6.1 Compliance of Police Forensic Centre with ISO 17025 requirements in the area of narcotic drugs examination	Project reports, external testimony	Police Forensic Centre has no ISO 17025 accreditation in the area of narcotic drugs examination	*Police Forensic Centre has successfully obtained ISO 17025 accreditation in the area of narcotic drugs examination*
	6.2 Number of forensic experts equipped with knowledge and technologies to perform forensic video and audio examinations	Project reports, external testimony	Police Forensic Centre has no adequate capacities to perform forensic video and audio examinations	*Two police forensic experts trained and equipped to perform forensic video and audio examinations*

VI. MONITORING AND EVALUATION

The implementation and monitoring of the Project activities will be carried out by UNDP in accordance with the applicable corporate regulations, rules, directives and procedures to ensure regular feedback on implementation, early identification of potential problems to facilitate timely adjustments to on-going activities. This framework will include M&E arrangements at different stages of implementation and different levels of intervention, aimed at ensuring a more comprehensive evidence of activities planned and results delivered, based on specific qualitative and quantitative data. Also, the Monitoring efforts, with emphasis on systematic assessment at the project level, will provide the basis for making decisions and taking actions, and shall provide indispensable information and data for evaluations. Both quantitative and qualitative data will be collected in order to track implementation progress. These data will be disaggregated for gender, youth, people with disabilities, geographic areas (in line with the specifics of project components) to assess the impact of the project. This information shall be used to enhance focus on vulnerable groups and ensure that each of them are contributing to and benefiting from the project interventions.

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plan:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Annually, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	N/A	Project Management and Project Quality Assurance costs
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log (Annex 4). Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	N/A	Project Management and Project Assurance costs
Learn	Knowledge, good practices and lessons will be captured regularly, as well as	At least annually	Relevant lessons are captured by the project team on the	N/A	Project Management

	Description	Frequency	Purpose	Cost	Partners
	actively sourced from other projects and partners and integrated back into the project.		Project Reports and used to inform management decisions.		and Project Quality Assurance costs
Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	N/A	Project Management and Project Quality Assurance costs
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project Steering Committee and used to make course corrections.	N/A	Project Management, Project Quality Assurance and the Project Steering Committee meetings costs
Project Report	A progress report will be presented to the Project Steering Committee and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	Project Reports will be drafted by the project management, reviewed for quality assurance purpose, presented to, discussed and voted by the project Steering Committee, and used for project progress documentation and decision making.	N/A	Project Management and Project Quality Assurance costs
Project Review (Project Board)	The project's governance mechanism (project Steering Committee) will hold regular project reviews to assess the performance of the project and review the	Annually, or more frequently if deemed necessary	Any quality concerns or slower than expected progress should be discussed by the project Steering Committee and	N/A	Project Management, Project Quality Assurance and

		Project Steering Committee meetings costs
Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Steering Committee shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	management actions agreed to address the issues identified.	

Evaluation Plan

Evaluation Title	Partners (if joint)	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Programme Evaluation	N/A	Outcome 1	June 2021	Project's beneficiary public institutions, SCOs	$15,000, project's budget

VII. Multi-Year Work Plan – Annex 1

VIII. Governance and Management Arrangements

The project will be implemented under the Support to the National Implementation Modality (Support to NIM). This means that the Project beneficiaries (Ministry of Internal Affairs and General Police Inspectorate) will be responsible for the general decision-making and implementation of Project activities, while UNDP Country Office will provide quality assurance and support services to the Project. In addition, UNDP CO will ensure project accountability, transparency, effectiveness and efficiency in implementation. The support services provided by the project may include: (i) identification and/or recruitment of project personnel; (ii) procurement of goods and services; (iii) financial services.

The Ministry of Internal Affairs will act as the National Coordinator of the Project and will represent the interests of the Government of Moldova and be responsible for the overall implementation of the Project. The National Coordinator's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The National Coordinator should ensure that the project provides value for money, ensuring a cost-efficient approach to the activities, balancing the demands of the beneficiary and supplier. In addition, the National Coordinator is responsible for convening and chairing the Project Steering Committee meetings, certifying the Project Annual Work Plans and Budgets approved by the Steering Committee, certifying the Budget Revisions generated by UNDP financial system, as necessary, and certifying Quarterly and Annual Project Combined Delivery Reports (CDR) generated by UNDP financial system.

A Project team will assist the Project beneficiary in the implementation of the Project.

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

The Project Steering Committee will hold meetings once per year. More frequent meetings of the Project Steering Committee may be organized, if deemed necessary. The Committee will monitor the Project progress, will decide on strategic decisions to ensure continued coherence between the implementation and the goals and objectives, will decide on the annual work plans and budgets, will revise and adjust the annual plans and budgets, as necessary. Amendments to the budget, including use of contingencies, will be subject to the approval of the Project Steering Committee. All the other matters will be decided by the UNDP project team on a daily basis.

The Project Steering Committee shall tentatively include representatives of:

- Ministry of Internal Affairs (National Coordinator);
- Joint Law Enforcement Training Centre;
- General Police Inspectorate;
- civil society organizations;
- UNDP;
- Project donor (U.S. Embassy);
- other multilateral or bilateral partners (EUD, Sweden, etc.).
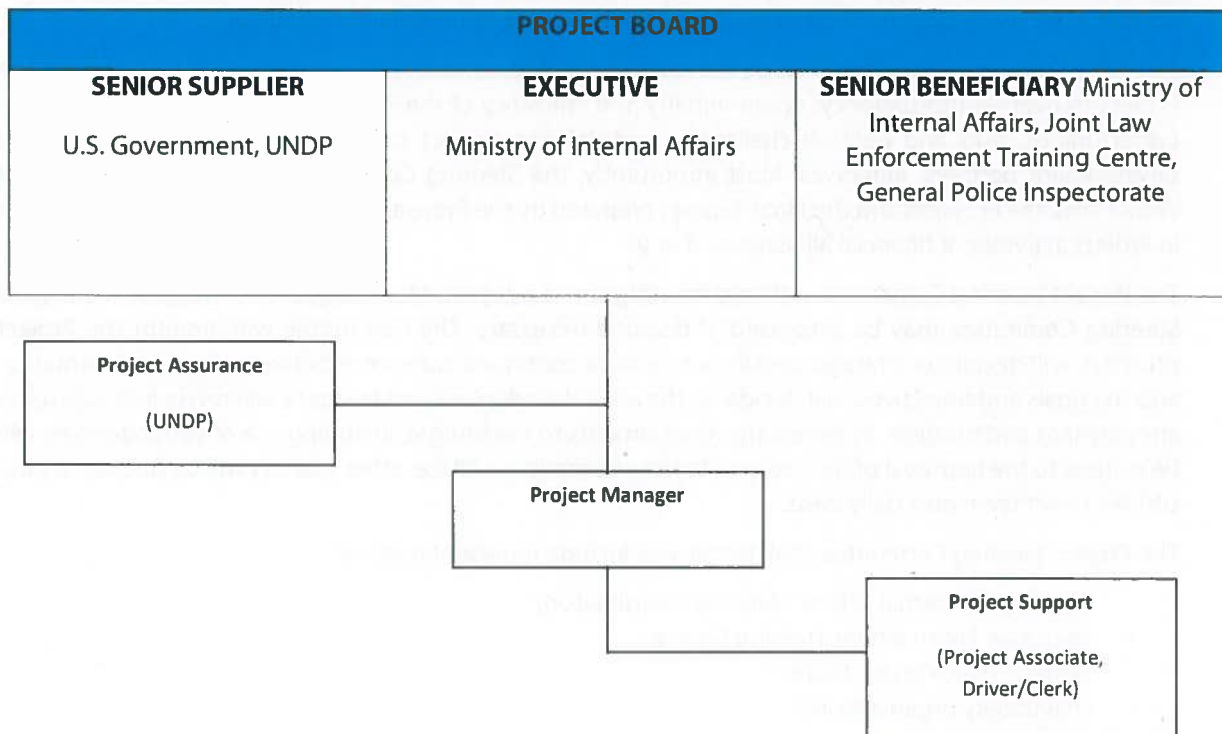
The effective and efficient implementation of all activities will be ensured through a Project Team that will be staffed through open competitions and selected by a recruitment panel. The Project Team will include:

- Project Manager – has the authority to run the Project on a day-to-day basis on behalf and within the constraints laid down by the Project Steering Committee;
- Project Associate – responsible for performing financial, administrative, procurement and other duties related to the implementation of the project activities;
- Office Clerk/Driver – assists in the effective and efficient management of the project through a range of actions, including driving and administrative support management.

The Project Team will ensure close coordination of the project activities with other relevant programmes, projects and initiatives to avoid possible duplication. The Project Team will ensure results-based project management and successful implementation of the project, close monitoring and evaluation of project progress, observance of procedures, transparency and efficient use of funds, quality of works, and the involvement of national and local stakeholders in the decision-making processes.

Project Quality Assurance is a key element of the PRINCE2 management method, upon which the Project Management Arrangements are based. 'Assurance' is essentially an independent audit function, whereby the Project Steering Committee is able to monitor progress against agreed work plans. The Project Quality Assurance role supports the Project Steering Committee by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project milestones are managed and completed. On behalf of UNDP, the UNDP Effective Governance Programme Analyst and Programme Associate will have the project quality assurance role, by, inter alia, checking the Project performance and products and ensuring that organizational standards and policies are followed in the Project.

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 agreements.

PROJECT BOARD		
SENIOR SUPPLIER U.S. Government, UNDP	**EXECUTIVE** Ministry of Internal Affairs	**SENIOR BENEFICIARY** Ministry of Internal Affairs, Joint Law Enforcement Training Centre, General Police Inspectorate

Project Assurance

(UNDP)

Project Manager

Project Support

(Project Associate, Driver/Clerk)

IX. Legal Context

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Republic of Moldova and UNDP, signed on 02

October 1992 and the Amendment of the same of July 5, 1997. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the UNDP in accordance with its corporate financial regulations, rules, practices and procedures.

X. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
    a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
    b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

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

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no 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/sc/committees/1267/aq_sanctions_list.shtml

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

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

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

7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

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

10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

    Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

    Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

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

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

13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities

shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XI. Annexes

1. **Multi-Year Activity Plan and Budget**

2. **Project Quality Assurance Report – in UNDP on-line internal system**

3. **Project's Social and Environmental Screening**

4. **Risks Log**

5. **Project Board Terms of Reference and TORs of key management positions**