

**United Nations Development Programme Romania
Project Document**

UNCF Outcome: By end 2015, line ministries have enhanced capacity to implement innovative programmes for social inclusion, economic and political empowerment of vulnerable groups, and for deepening democratic practices with special emphasis on initiatives with the potential to be adapted to the needs of Romanian official development assistance priority countries.

Expected CP Outcome: Capacity development for social inclusion, economic and political empowerment of vulnerable groups and for deepening democratic practice with special emphasis on initiatives with the potential to be adapted to the needs of Romanian ODA priority countries

Implementing partners: National Administration of Penitentiaries

Responsible Party: United Nations Development Programme Romania

Brief Narrative Description:

The **main objective** of the project is the social reintegration of former convicts through the development of a network of social inclusion centres, increased ex-convicts chances for integration into labour market through new skills in green jobs and a society which is more perceptive and less judgemental towards the ex-convicts. Project outcomes are: 1) Improved legal and administrative framework to facilitate the social inclusion of vulnerable target groups (i.e. convicts and former convicts); 2. Improved institutional and human capacities conducive to social ex-convicts re-insertion: ex-convicts skills in “green jobs” developed and conflict resolution capacity of penitentiaries officers improved 3) Improved society awareness towards the need and importance of reintegration of former convicts.

Project Period: March 2011 – February 2014
Project Title: The return of former convicts to the labour market and their integration in society
Project ID: 33488
Project Atlas ID:
Start date: 1 March 2011
End Date: 28 February 2014
Management Arrangements: NIM with UNDP support

Total resources required **1,343,523 USD**
Total allocated resources: **1,343,523 USD**
Source of funds: GoR/
National Administration of Penitentiaries (made available from European Social Fund - the Sectoral Operational Programme for Human Resources Development): **1,343,523 USD**

Agreed by:
National Administration of Penitentiaries

UNDP Romania



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General Objective:

The **main objective** of the project is the social reintegration of former convicts through the creation of a network of social inclusion centres, increased green jobs skills, as well as the removal of societal prejudices and stereotypes with regard to present and former convicts. The specific objectives of the project are:

1) Studies and policy recommendations for improving the legal and administrative framework to facilitate the social inclusion of vulnerable target groups (i.e. convicts and former convicts);

2) Development of a pilot system of training of detainees, as an open or quasi-open centre, split by professions and ecologic occupations, as well as a training centre for penitentiaries officers and guards, on themes related to communication and conflict management;

3) Large awareness campaigns that promote the social inclusion of former convicts and the removal of societal prejudice and stereotypes which impede the social reintegration of these vulnerable groups.

Equal opportunities between women and men represent one of the main values promoted by the UNDP. Each of the project activities has envisaged securing equal opportunities, especially at the stage of recruiting and selecting the project beneficiaries and the project staff. The operating principle is that of non-discrimination in terms of gender, ethnicity and religion. The project promotes equal opportunities as well as non-discrimination and social inclusion. In its work the project implementation team shall consider applicable law regarding equal opportunities and non-discrimination (Romanian Constitution, Government Order #137/2000, Law #202/2002, Emergency Government Order #96/2003, Law #210/1999, Law #148/2000 on advertising).

Background:

The project goals comply with the revised Lisbon Strategy, the Integrated European Guidelines for Economic Growth and Employment regarding increased cohesion and improved labour market insertion, and the goals of the European Strategy for Competencies and Labour Mobility. The project's goal also complies with the Protocol on Social Policy and the revised European Social Charter, as ratified by Romania under Law #74/1999, wherein the Romanian State has expressed a desire to continue efforts towards social inclusion.

The revised European Social Charter regulates a set of fundamental social rights that include: Art. 13. The right to social and medical assistance. Art. 14. The right to benefit from social welfare services. Art. 23. The right of elderly persons to social protection. Art. 30. The right to protection against poverty and social exclusion. Among the main categories of persons identified as possible target groups for social services systems are convicts and ex-convicts. Besides the social benefits system, the social services system was created as a form of active support and professional assistance for individuals, families and communities in difficulty. Social services, social benefits and social security systems step in to deal with problems that have the potential to create social exclusion. The principles underlying the National Strategy for Developing the Social Assistance system rely on the principles listed by the United Nations Organization, and on those that govern the architecture of the social services system, and are the following: – Respect for human dignity – Promoting self-fulfilment – Promoting personal autonomy – Promoting participation and responsibility – Facilitation of access to care services – Proximity – Social solidarity – Partnership – Multi-disciplinary approach – Freedom of choice – Equal opportunities and non-discrimination – Transparency and public accountability – Complementarities and integrated approach – Confidentiality.

In the short run the National Strategy for Developing the Social Assistance system has the following specific goals: – Create a uniform, flexible and transparent legal framework – Put in place an efficient institutional construction, adjusted to social needs and the available resources – Implement a highly effective system management – Promote an equitable, harmonized and integrated system of social services at national level – Develop a proactive, participative culture in the ranks of the population and beneficiaries of social services. In the long run the key directions of the strategy for a global development of the social policies envisage securing access to: – A place to live – Minimum income – Health services – Integrated care services – Active participation in society's life – Continuous education.

Attempts have been made since the beginning of the year 2000 to promote a decentralization process that would emphasize the role of local authorities and would bring potentially substantial benefits, by bringing the decision-making and the service-providing closer to the actual needs of families and communities. To make such steps possible the State undertook to put in place social assistance steps through the agency of special laws, and to ensure transfer of responsibilities and needed financial means to the local public authorities, decentralized public services, and the civil society. The project's goals come as a direct response to those priorities and to a number of fundamental aspects underlined in the Operational program for the Development of Human Resources and targeting convicts and ex-convicts: social perceptions and prejudice, lack of assistance for social reintegration, insufficient skills for social reinsertion and social support, biases on the part of employers, absence of a mechanism to assess the social impact of former convicts and a monitoring of their lives once released from prisons. The project also complies with the National Development Plan for 2007-2013, which emphasizes vocational training for vulnerable groups to include persons in detention, and an improvement of detention conditions and vocational training for prisoners. The project proposes activities that allow vocational training for prisoners through work in a semi-open regime, under Law #275/2006, Art. 23.

Justification:

A significant part of the individuals serving a custodial sentence after conviction for a criminal violation will reoffend and return to prison, in spite of the fact that they did receive assistance during their previous term. The incidence of repeat offending is high, over 50% of the prison population in Romania is made up of repeat offenders.

As also shown by the poll conducted in penitentiaries in 2006 (www.anp-just.ro), prisoners released from penitentiary do not get any help with aspects that are crucial for social inclusion: a place to live and a job. Among other vulnerable groups, persons in detention or released from prison are at risk of labour market exclusion both because penitentiaries lack adequate vocational training programs and because of the economic operators' attitude towards individuals who have suffered a criminal conviction. This proposed project – part of Priority Axis 6, DMI 6.2 – provides an opportunity to develop vocational training and certification programs in alternative occupations for individuals in detention, to be given during their stay in prison.

This proposed project's specific goals and activities result from reports published so far by the penitentiary system (<http://www.anp-just.ro>) and from a field analysis performed by the project partners' team when they began drafting this project proposal. The analysis results show that penitentiaries in Romania do not give any vocational training programs that may provide qualifications for green jobs to match the demand and opportunities on the labour market, while the methods used for vocational counselling should be improved and customized.

The existing social and educational programs are not adjusted to the current social and economic context. According to a 2006 survey (<http://www.anp-just.ro>), 33% of the imprisoned individuals could not indicate one useful activity they had taken part in while serving their sentence. On the other hand, the same survey showed a potential of conflicts building between prisoners and the penitentiary officers (prison staff) (40.6% of the prison staff felt that disagreements / conflicts between staff and prisoners had been frequent or very frequent over the previous year). Most of the identified causes for such conflicts are to be found in differences of perception and communication style.

The project intends to develop mechanisms to train the penitentiary officers for improving their communication and conflict resolution skills leading to a better communication with detainees – a condition needed to create a climate conducive to an instructive educational process for imprisoned individuals, that will lead to their social after release from prison. The project's added value consists in the specific approach to the following three crucial dimensions:

1. vocational training and certification for convicts serving in open and semi-open regime;
2. training of penitentiary officers in conflict resolution techniques;
3. cooperation with employers, social partners and community representatives.

The project will combine the organized vocational training program and vocational certification (acquiring formally-certified skills) and facilitate their short term employment by willing companies (e.g. construction companies) – The convicts will have a possibility to develop both their occupational skills and their ability to become integrated in an organizational-hierarchic, economic and productive structure, and to learn teamwork. – The project also plans training activities for the penitentiary staff, to help develop an integrative attitude with improved conflict resolution skills and effectively implement training programs and support services. The project will also identify best practices models developed in various penitentiary systems of the European Union and the prison staff's training will be supplemented with internships or short experience exchange visits. – In order to combat discrimination and inequality on the labour market the project will promote cooperation between penitentiaries and potential employers so as to identify and promote employment opportunities as early as the duration of sentence serving, for prisoners in an open or semi-open regime, or after release from prison.

Project Activities:

Outcome 1 Improved legal and administrative framework to facilitate the social inclusion of vulnerable target groups (i.e. convicts and former convicts)

Activity 1. Establish a functional project team and organize project launch conference.

Activity 2. Comparative analysis and prospects of developing an integrated inter-institutional mechanism to promote social inclusion.

The absence of a national mechanism to facilitate social integration of former prisoners makes their social reinsertion difficult.

Activity 2.1 Establish a working group of at least 20 individuals representing public authorities whose line of work is social inclusion; organize two joint briefings with the expert team to perform comparative analysis of steps to combat social exclusion in at least eight EU Member States, and out of those identify at least two best-practices models.

Activity 2.2 Organize study visits for the working group in two Member States to observe implementation mechanisms of successful models identified as part of activity 2.1.

Activity 2.3 Based on activities 2.1 and 2.2 develop a comprehensive Analysis with practical recommendations an Action Plan to be submitted to the Government for the development of an integrated inter-institutional mechanism that will operate a network of social inclusion centres for former convicts. The report will be submitted to the Government after large stakeholders' consultations and two validation workshops.

Outcome 2 Improved institutional and human capacities conducive to social ex-convicts re-insertion: ex-convicts skills in "green jobs" developed and conflict resolution capacity of penitentiaries officers improved

Activity 3 Development of training centres.

Activity 3.1 Rehabilitation of training centres for convicts. In Danube Delta the Tulcea Penitentiary (Chilia Facility), the Penitentiary owns about 100 hectares of land on Tataru Island. The project will develop a training centre for convicts on this location, for the development of skills in jobs such as: livestock breeding, vegetable farming, apiculture, constructions with local raw materials, in accordance with the Sustainable Development principles.

Activity 3.2 Rehabilitation of a training centre for penitentiary officers. In the Danube Delta, in Chilia, the Tulcea Penitentiary's side- facility provides accommodation, canteen and conference room for penitentiary staff. The project will improve part of the location's current infrastructure and will develop a training centre for the penitentiary officers.

Activity 4 Development of all training packages (including training packages for convicts and penitentiary officers) and delivering of training to the convicts. Most of this activity will be performed through the contribution of the project partners. Qualification certificates shall be awarded at the end of the prisoners' training sessions. The convicts will be based in Chilia Penitentiary but will travel every day to the Tataru

training facility and back. UNDP will cooperate with UNODC experts and will develop the training package titled: "Education and reintegration in society", a guide for social reintegration.

Activity 4.1 Delivering of the training and training modules to convicts according to the respective occupational standards in the following ecological trades: zoo technician, vegetable farmer and beekeeper.

Activity 4.2 Development of occupational standard for the trade of "bulrush weaver" and provide prisoners with training for this trade.

Activity 4.3 Develop occupational standard for the trade "construction worker in wood, adobe, stone" provide prisoners with training for this trade using traditional materials for the practical part.

Activity 4.4. Develop and provide training package for prisoners "Education for reintegration in society." This package is to be developed based on an assessment of information needs and will include the following areas: motivating prisoners and stimulating their creativity in order to reinstate self-confidence and develop a healthy view of life and work; increasing care for self by awareness of health risks caused by exposure to various factors like drugs and alcohol; training package to be introduced in set of training programs devoted to prisoners.

Activity 4.5 Develop training modules for penitentiary officers and penitentiary officers' trainers. The project partners will establish a group of experts who, based on a training needs analysis, will develop three training modules. Two of those will be devoted to penitentiary officers, and will include: Communication and Methods for Conflict Resolution – to improve their skills in handling various potentially conflict situations with convicts. One module will be developed for penitentiary officers' trainers, to improve their teaching and communication skills. To ensure sustainability, the training packages will be institutionalized and included in the set of programs for penitentiary staff.

Activity 5 Provide trainings to penitentiary officers and penitentiary officers' trainers.

Activity 5.1 Provide trainings to penitentiary officers in developed training centers. The guards' training sessions to be provided at the training center developed under activity

3.2. The project partners' experts will deliver the developed training modules (activity 4.5).

Activity 5.2 Organize study visits for 10 penitentiary officers' trainers to learn about best practices in other EU Member States; the trained officers will then undertake short missions to other penitentiaries of the Romanian system in order to train the prison guards that did not benefit at all from these trainings under the project

Outcome 3 Improved society awareness towards the need and importance of reintegration of former convicts

Activity 6 Promote social integration of former convicts.

Activity 6.1 Organize eight regional seminars to promote the project, its lessons learned and success stories.

Activity 6.2 Organize meetings at training centers, with employers and representatives from employment offices, and representatives of the civil society so as to promote employment for convicts after their release.

Activity 6.3 Media campaign to promote project results and social inclusion centers to include: a national conference to present the project's results and developing information materials, billboards and a Manual with success stories and experiences from the project, to be replicated at national level.

Activity 7 Organize procurement of goods and services; materials for practical training sessions; ERDF purchases; development of Terms of Reference, posting tender dates, offer selection, signing of contracts.

Activity 8 Project management: establishing the Steering Committee; project assessment, monitoring, auditing; organizing and operating project activities according to schedule; efficient resource allocation and management as well as correcting / improving project after in-house assessment scheduled on quarterly basis with all project partners participating.

Annual Work Plan

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME 2011				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount in USD	
Output 1: Research and recommendations to improve the legal and administrative framework to facilitate social inclusion for target vulnerable groups (prisoners and former prisoners)	2.1 Establish working group for comparative analysis (together with EU experts) Assignment 2 EU experts Organisation of two workshops working group					United Nations Development Programme	International consultants	71200	31,949	
	2.2 Organisation of study-visits of the working group to observe implementation of successful reintegration models in two EU MS Study visit						ESF	Travel	71600	51,118
	2.3 Development of research paper and action plan to be promoted at governmental level Elaboration, printing and distribution of the study							Audio Visual, Printing and Productions Costs	74200	33,546
	4.4 Development and provision of training for detainees for reintegration in society Assignment 2 experts, elaboration of "training for life" course Assignment 2 experts to deliver "training for life" course Procurement, delivery of training material						ESF	Miscellaneous Expenses	74500	15,974
Output 2: Developing a pilot training system for prisoners held in semi-open and open facilities, to teach ecological occupations, as well as a training centre for prison guards to teach communication and conflict management	Issuance and distribution of training certificates					United Nations Development Programme	Local consultants	71300	70,288	
							Equipment and furniture Printing and Productions Costs	72200 74200	6,709 3,195	

Implementation and Management Arrangements:

The project fully complies with UNDP Country Programme Document 2010-2012, based on which UNDP is committed to support social inclusion and the economic and political empowerment of vulnerable groups in Romania through aligning its programming to large scale programmes managed by the relevant national authorities. In addition, any programming approach including this present project, will be based on national ownership and partnership with national authorities, including those responsible for management and programming of structural and cohesion funds.

UNDP shall oversee the implementation of the project activities on the basis of this project document and within the framework of the Standard Basic Assistance Agreement concluded between the Government of Romania and UNDP dated 23 January 1991 (HG 113/1991).

This project is funded by the Social European Fund through the contract signed between the National Penitentiaries Administration (NAP) and the Managing Authority. The project will be implemented by the NAP - the Implementing Partner, ultimately accountable for the project efficient and effective implementation to the Managing Authority of the ESF Operational Programme Human Resources (ESF OPHR). NAP will receive the funds pertaining to the implementation of this project and will distribute the funds to each partner for the implementation of the agreed activities.

UNDP will receive from NAP the amount **of 1,343,523 USD** for the implementation of the activities that were assigned to UNDP and also for meeting the costs of the project management and supervision. Distinct project accounts will be opened for this project's funds.

The project implementation is NIM ("national implementation") with UNDP support. A Standard Letter of Agreement for the provision of support services will be signed between the NAP and UNDP.

NAP has delegated the project's management to UNDP, through an amendment to the initial contract. UNDP will hire a project team, followed by other short and long term experts as needed, in order to support the NAP in the project implementation.

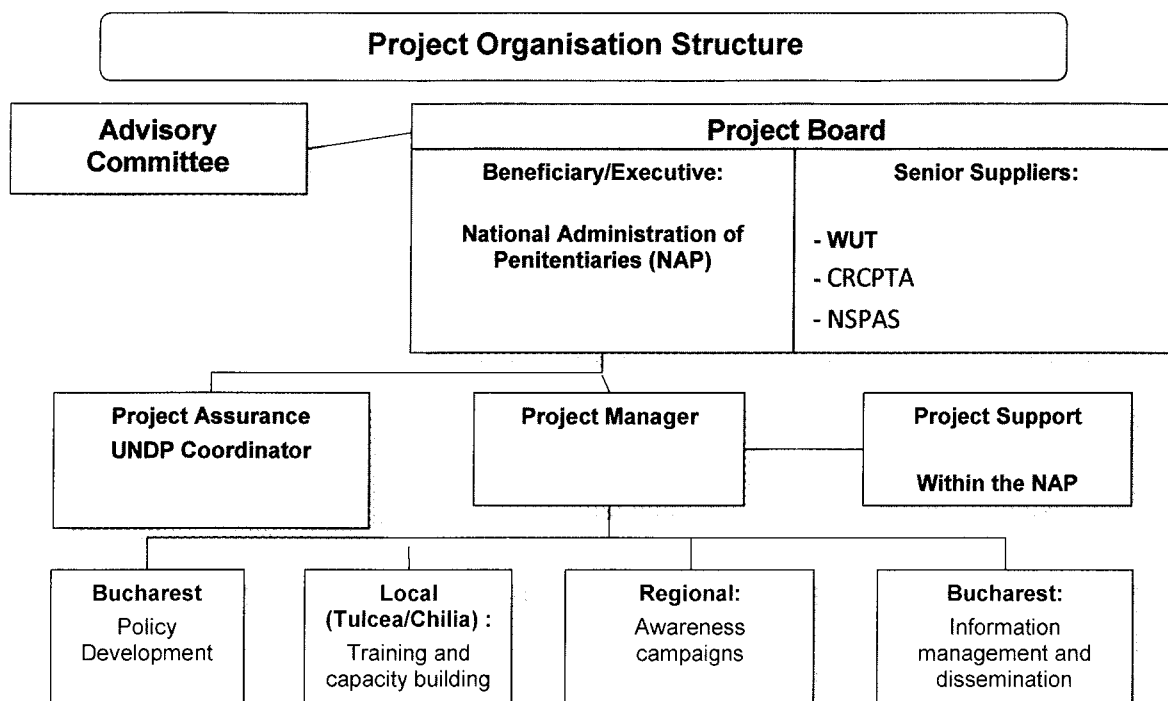
The project team recruited by UNDP, will be responsible for the project management and will assist NAP in the preparation of all the substantive and financial reporting documents required by the Managing Authority. Furthermore, it will coordinate closely with the other partners in order to ensure the timely implementation of all the activities assigned to the partners.

The project shall be implemented based on a close coordination process between partners and on wide consultations between all the stakeholders involved in social inclusion.

The roles and responsibilities of the parties involved in managing the project

The Project Board is responsible for making management decisions for a project in particular when guidance is required by the Project Manager. The Project Board plays a critical role in project monitoring and evaluations by quality assuring these processes and products, and using evaluations for performance improvement, accountability and learning. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems with external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities. Based on the approved Annual Work Plan, the Project Board can also consider and approve the quarterly plans (if applicable) and also approve any essential deviations from the original plans.

In order to ensure UNDP's ultimate accountability for the project results, Project Board decisions will be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case consensus cannot be reached within the Board, the final decision shall rest with the Project Manager.



Potential members of the Project Board are reviewed and recommended for approval during the PAC meeting. Representatives of other stakeholders can be included in the Board as appropriate. The Board contains three distinct roles, including:

- 1) **An Executive:** individual representing the project ownership to chair the group – this person will be identified by the National Administration of Penitentiaries
- 2) **Senior Supplier:** individual or group representing the interests of the parties concerned which provide funding for specific cost sharing projects and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. This role will be carried out by representatives from the WUT, CRCPTA and NSPAS.
- 3) **Senior Beneficiary:** individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. This role will be played by representatives of the National Administration of Penitentiaries.

The project will use National Implementation Modality with UNDP support arrangements. The National Administration of Penitentiaries will be the Implementing Partners for this project. UNDP will be the Responsible Party to provide support to the Implementing Partner.

Specific roles within the project implementation will include:

Project Implementation Unit (PIU)

- 1) **Project Manager:** The Project Manager will be hired by UNDP, and will have the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the mandate granted by the Board. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.
- 2) **Project Assistant(s):** The Project Assistant(s) will be hired by UNDP and will work with the Project Manager within the Project Implementation Unit to assist in carrying out the project, communicating with stakeholders, etc.

- 3) **Procurement Officer:** A Procurement Officer will be hired by UNDP within the PIU and will assist in assuring that any works and contracts carried out within the project are consistent with UNDP requirements.
- 4) **Project Support:** Additional Project Support will include support for project administration, financial expert, communication expert etc as needed and as included in the procurement plan/annual work plan.

Project Assurance

- 1) The **Project Assurance** role will support the Project Board Executive by carrying out objective and independent project oversight and monitoring functions. UNDP will provide Project Assurance support, international coordination services and expertise.

Monitoring and Evaluation

In terms of organization structure, a number of levels can be discerned.

- The project advisory committee, consisting of the organisations outlined above. This committee will meet every six months throughout the duration of the project;
- The UNDP project manager in Bucharest;
- The Programme Implementation Unit hired by UNDP, which will oversee the project and provide support in terms of knowledge management, expertise, personnel, contracts, finance and reporting to the Implementing Partner (NAP). The project will be primarily implemented by the NAP, with technical support from the other partners.

Type of M&E activity	Responsible Parties	Time frame
Inception Workshop (IW)	<ul style="list-style-type: none"> ▪ Project Manager (PM) ▪ UNDP Country Office Focal Point 	Within first three months of project start up
Inception Report	<ul style="list-style-type: none"> ▪ Project Management Team ▪ UNDP Country Office Focal Point 	Immediately following IW
Measurement of Means of Verification of project results	<ul style="list-style-type: none"> ▪ UNDP Country Office Focal Point will oversee the hiring of specific institutions and delegate responsibilities to relevant team members 	Start, mid and end of project
Measurement of Means of Verification for Project Progress on output and implementation (measured on an annual basis)	<ul style="list-style-type: none"> ▪ Oversight by PM and UNDP Country Office Focal Point 	Annually, prior to APR/PIR, according to the definition of annual work plans
Annual Project Report	<ul style="list-style-type: none"> ▪ PM ▪ UNDP Country Office Focal Point 	Annually
Advisory Committee Meetings	<ul style="list-style-type: none"> ▪ PM ▪ UNDP Country Office Focal Point 	Following Project IW and subsequently at least once a year
Quarterly progress reports	<ul style="list-style-type: none"> ▪ UNDP Country Office Focal Point 	Every three months
Technical reports	<ul style="list-style-type: none"> ▪ PM ▪ UNDP Country Office Focal Point ▪ Hired consultants as needed 	To be determined by Project Team and Steering Committee
Project Terminal Report	<ul style="list-style-type: none"> ▪ PM ▪ UNDP Country Office Focal Point ▪ Project Management Team 	At least 3 months before the end of the project
Lessons learned	<ul style="list-style-type: none"> ▪ Project Management Team 	Yearly
Audit	<ul style="list-style-type: none"> ▪ UNDP Country Office Focal Point ▪ Project Management Team 	Once in a project life time
Visits to field sites	<ul style="list-style-type: none"> ▪ UNDP Country Office Focal Point ▪ Steering Committee ▪ Government representatives 	yearly

Roles and responsibilities of the project partners:

Implementing partner: The National Administration of Penitentiaries (NAP)

Responsible Party: UNDP

Other partners:

Calarasi Regional Centre for Professional Training of Adults (CRCPTA)

West University of Timisoara (WUT)

National School of Political and Administrative Sciences (NSPAS)

UNDP will oversee the activities of the project and will support the NAP in the project implementation and promotion of wide consultation throughout the project implementation between different stakeholders and the promotion of reports and recommendations to the high-level decision-makers in the Government.

The NAP holds considerable expertise in trainings and developing methodologies to work with convicts, as well as in strengthening capacities for penitentiary facilities. The NAP will (i) provide the infrastructure needed to establish the training centers; (ii) provide the relevant information necessary for the training needs assessments and for developing the training packages by assigned experts; (iii) ensure sustainability of the project results by institutionalising the training packages; ensure smooth operation of training sessions for convicts, in compliance with applicable law.

The Calarasi Regional Centre for Professional Training of Adults (CRCPTA) will have a direct contribution to providing the expertise needed for professional qualification. This will allow the professional training of convicts in green jobs. The CRCPTA will provide the technical expertise needed in developing the training curricula and delivering the training for the developing the skills in environmental friendly occupations- as described in this project document.

West University of Timisoara and National School of Political and Administrative Sciences will bring a rich expertise in multiple social inclusion domains given by their institutional vast experience in education projects, implementation of the curriculum and initiatives that respond to the constant changes of the current society. These partners will provide the technical expertise for the development and delivery of the training packages for penitentiary officers and penitentiary officers trainers in communication techniques and conflict-resolution methods.

The project partners will appoint representatives in the project's Steering Committee and in the group of experts who will be involved in the development of the report and recommendations for the establishment a network of centres for social integration of former convicts.

Methodology for activities' implementation:

Methodology for implementing Activity 2: a group of experts is to be established and will entail representatives of all relevant stakeholders; the group will meet in two information sessions assisted by international experts which will analyse eight European social inclusion models, two of which are to be selected. Study visits will be organized in 2 EU Member States. A report with practical recommendations for the relevant government institutions regarding the mechanisms to be developed for a functional network of social reintegration centres will be developed. Methodology for implementing Activity 3: Pilot training center for prisoners to be developed, intended for vocational training in ecological occupations; the plan is for it to be made up of one training room, 4 dorms, one mess hall and the field for practical training. The guards' training center is to be established at the Chilia Penitentiary where accommodation conditions will be improved and upgraded, one training room is also to be upgraded and equipped, and a canteen hall and a soccer field. Methodology for implementing Activity 4: training will be provided for the following occupations: vegetable farmer, zootechnician and beekeeper. Additionally from the notions specific to the occupation, the theoretical part of the training will provide aspects of entrepreneurship and general education. For the occupations of "bulrush weaver" and "constructions worker in wood, adobe, stone" occupational standards will have to be developed first by a group of experts, then based on the

training needs the resource materials will be developed. The trainee groups are to be made up of 14 individuals at most, and every training package will consist of 360 hours per year. Convicts in penitentiaries will have the option of filling in a questionnaire expressing a desire to get training in ecological occupations at the pilot center. The necessary materials for the practical training will be purchased. At the end of the trainings the convicts will be seen by an examination committee. In case of failure to graduate they will receive a participation certificate which will entitle them to take the graduation exam once more. Activity 4.4 is to develop a training package to assist prisoners in reintegrating society after release. This package is to be developed based on an assessment of the information needs and will include the following areas: motivating the prisoners and stimulating their creativity towards their reacquiring self-confidence and developing a healthy view of life and work; increased self-care through awareness of health risks. Activity 4.5 will bring together a group of experts in multiple social domains who will develop a training package for penitentiary officers in communication techniques and conflict-resolution methods, and for penitentiary officers' trainers expected to improve their teaching skills in subjects such as communication, interacting with different types of personalities and managing various conflict situations. The packages are to be developed based on training needs assessments. Activity 5 – after completing their training, the trainer guards will travel to all the penitentiaries in Romania and will train the prison guards who were not included in this project. Activity 6 involved organizing 8 regional seminars and one national conference; the methods used will be debates and public information, and will be supplemented by messages through the mass media, banners, promotion billboards, etc., for an extended, national-impact dissemination of information on the project activities.

Quality Management for Project Activity Results

OUTPUT 1: Comparative analysis and prospects of developing an integrated inter-institutional mechanisms to promote social inclusion		
Activity Result 1 (Atlas Activity ID)	<i>Comparative analysis and recommendations</i>	Start Date: 1 April 2011 End Date: 31 December 2011
Purpose	Development of a network of social inclusion centres	
Description	Establish working group Organize study tour Develop report	
Quality Criteria	Quality Method	Date of Assessment
Working group functional	Working sessions	Q4 2011
Informed working group on EU social inclusion models	EU social inclusion models analysed, two models selected as best practices	Q4 2011
Report and practical recommendations based on EU models analysis	Report and recommendations submitted for Government approval	Q4 2011

OUTPUT 2: Developing a pilot training system for prisoners held in semi-open and open facilities, to teach ecological occupations, as well as a training centre for prison guards to teach communication and conflict management		
Activity Result 2 (Atlas Activity ID)	<i>Pilot training system</i>	Start Date: 1 June 2011 End Date: 31 December 2012
Purpose	Development of a pilot training system for both detainees and penitentiaries staff	
Description	elaboration of "training for life" course deliver "training for life" course	
Quality Criteria	Quality Method	Date of Assessment
Training package including essential aspects of reintegration in the society e.g.: self-esteem, health risk of drugs and alcohol abuse, social norms, etc.	"Training for life" course, serving the detainees needs, elaborated	Q3 2011

Convicts informed on societal norms that will serve them for reintegration after release from prison	"Training for life" course, serving the detainees needs, delivered within the Penitentiary premises	Q1 2012
OUTPUT 3: Promoting social integration for persons previously in detention and removing prejudice and stereotypes that preclude social inclusion for vulnerable groups		
Activity Result 3 (Atlas Activity ID)	<i>Social integration of former detainees</i>	Start Date: 1 June 2012 End Date: 28 February 2014
Purpose	Removal of prejudice of potential employers and society	
Description	Organisation of 8 regional seminars to promote the project results Organisation of a stakeholder meeting at training centre	
Quality Criteria	Quality Method	Date of Assessment
Large attendance showing public interest in the issues High level, local decision makers presence Gradual society perception/mentality change	Workshops/meetings/seminar proceedings Media products stakeholders involved, Questionnaires	Q4 2013
Main stakeholders, especially private sector representatives, present at the meeting, Convicts hired by private sector	Project reports Meetings minutes Labour contracts of the convicts hired	Q3 2013

Expected Results and Indicators:

Activities: 1,7,8: Quantitative results: project management team become operational; workshop to launch project. Qualitative results: informing and participation of all involved players;

Activity 2.1 Quantitative results: working group informed about best European models of social inclusion; 8 European social inclusion models analyzed. Qualitative results: 2 models selected.

Activity 2.2 Quantitative results: Two working visits. Qualitative results: working group possesses high amount of information on European social inclusion best practices.

Activity 2.3 Quantitative results: 3,000 copies of the research printed of recycled paper; 2 consultative workshops. Qualitative results: a means for information and planning towards creating a network of social inclusion centers for former prisoners, to be submitted to Government approval.

Activity 3.1 Quantitative results: training center for prisoners, with 4 furnished rooms, 1 canteen hall, one equipped training room with: at least 4 computers, 1 copier, 2 printers, 1 telephone, video-projector, projection screen, operating licenses, still photo camera. Qualitative results: pilot center in Romania for the training of prisoners in alternative, ecological occupations.

Activity 3.2 Quantitative results: training center for prison guards with: 4 renovated accommodation facilities; 1 adequately-equipped training room: at least 4 computers, 1 copier, 2 printers, 1 telephone, video-projector, projection screen, operating licenses, still photo camera; 1 mess hall; 1 sports grounds. Qualitative results: modern training center for prison guards set in natural landscape.

Activity 4.1 Quantitative results: at least 80 prisoners trained (14 x 3 series per year, for two years); at least 50 certificates awarded. Qualitative results: improved skills for prisoners and higher chances to join labor market.

Activity 4.2 Quantitative results: 2 occupational standards developed; at least 28 prisoners (14 x 1 series per year, for two years); at least 10 qualification certificates awarded. Qualitative results: improved

institutional capacity for public authorities involved in adult vocational learning; improved skills for prisoners.

Activity 4.3 Quantitative results: at least 28 prisoners (14 x 1 series per year, for two years) trained; at least 10 qualification certificates awarded. Qualitative results: improved institutional capacity for public authorities involved in adult vocational learning; improved skills for prisoners.

Activity 4.4: Quantitative results: 1 training package for prisoners; at least 200 prisoners trained. Qualitative results: increased self-confidence for prisoners and development of healthy view of life and work.

Activity 4.5 Quantitative results: 2 training packages for prison guards in 1,000 copies printed on recycled paper; Qualitative results: improved structure of guards' training program.

Activity 5.1 Quantitative results: at least 300 prison guards trained for conflict counselling and resolution – 12 series of 24 guards per year, for two years; 10 trainer guards trained. Qualitative results: good relationship with prisoners; good management of potential conflict situations; improved teaching skills for trainer guards.

Activity 5.2 Quantitative results: 2 working visits abroad and 30 in-country visits for 10 trainer guards; Qualitative results: prison guards with improved professional skills.

Activity 6.1 Quantitative results: eight regional seminars; 500 participants, half of them female; 100 billboards; 10 media stories; 1,500 copies of the information materials. Qualitative results: increased awareness of the importance of integrating former prisoners in society;

Activity 6.2 Quantitative results: at least 3 meetings with employers, representatives of employment offices and other stakeholders. Qualitative results: increased interest to hire former prisoners who possess a qualification in various trades.

Activity 6.3 Quantitative results: one national conference; 10 media stories; 100 billboards; 2 TV spots and 2 radio spots; 500 copies of the promotional materials distributed during the events; 500 copies of the success stories Manual; Qualitative results: increased tolerance towards society's most underprivileged groups.

Annual Review Report

An Annual Review Report shall be prepared by the Project/Program Staff and shared with the Implementing Partner. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the entire project duration 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. Based on the above report, an annual project review shall be conducted to assess the performance of the project and appraise the Annual Work Plan (AWP).

Total Budget and Work Plan

Award ID:	
Award Title:	
Business Unit:	ROU10
Project ID:	33488
Project Title:	The return of former convicts to the labour market and their integration in society
Implementing Partner	National Penitentiaries Administration

Outcome/Atlas Activity	Responsible Party	Fund ID	Donor Name	Atlas Budget Account Code	ATLAS Budget Description	Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	Year 4 (USD)	Total (USD)
OUTCOME 1: Recommendations to improve the legal and administrative framework to facilitate social inclusion for target vulnerable groups (prisoners and former prisoners)	UNDP		ESF	71200	International consultants	31,949	0	0	0	31,949
				71600	Travel Costs	51,118	0	0	0	51,118
				74200	Audio-Visual, Print. & Productions Costs	33,546	0	0	0	33,546
				74500	Miscellaneous Expenses	15,974	0	0	0	15,974
					Total Outcome 1	132,587	0	0	0	132,587
OUTCOME 2: Developing a pilot training system for convicts held in semi-open facilities, to teach ecological occupations, and a training centre for prison staff to teach communication and conflict management	UNDP		ESF	71300	Local consultants	70,288	12,780	0	0	83,068
				72200	Equipment and furniture	6,709	14,377	0	0	21,086
				74200	Audio Visual, Print & Productions Costs	3,195	0	0	0	3,195
					Total Outcome 2	80,192	27,157	0	0	107,349
OUTCOME 3: Promoting social integration for persons previously in detention and removing prejudice and stereotypes that preclude social inclusion for vulnerable groups	UNDP		ESF	71300	Local consultants	0	0	63,898	0	63,898
				71600	Travel Costs	0	0	31,949	15,794	47,743
				74200	Audio-Visual, Print. & Productions Costs	0	7,987	15,974	7,987	31,948
				74500	Miscellaneous Expenses	0	0	8,000	7,974	15,974
					Total Outcome 3	0	7,987	119,821	31,755	159,563
PROJECT MANAGEMENT	UNDP		ESF	73100	Rental-maintenance premises	24,121	32,588	32,588	5,431	94,728
				71300	Local consultants	155,175	253,706	253,706	42,284	712,196
				71600	Travel Costs	10,976	5,591	18,051	2,236	36,854
				72200	Equipment and Furniture	24,281	14,377	0	0	38,658
				72800	Information technology equipment	27,157	0	0	0	27,157
				74100	Professional service	5,687	4,728	4,728	256	15,399
				74200	Audio-Visual, Print. & Productions Costs	4,585	2,792	2,792	4,188	14,357
				74500	Miscellaneous expenses	5,000	2,000	2,000	3,000	12,000
					Total Project Management	256,982	315,782	313,865	57,395	951,349
PROJECT TOTAL						469,761	350,926	433,686	89,150	1,343,523

LEGAL CONTEXT

The legal context of this project is the Standard Basic Agreement between the UN and Government of Romania (1991)

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the Standard Basic Assistance Agreement and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, 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.

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.

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 implementing partner 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.

This Project Document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Romania and the United Nations Development Programme signed on 23 January 1991. The project will be implemented according to UNDP rules and procedures.

Any modification regarding the present document or budget shall be appointed in an Amendment to the Project Document, signed by all the interested parties.

Annexes

Annex I: Risk Analysis.

Risk	Rating	Mitigation strategy
Non approval of the Report and recommendations due to other priorities of the Government approaching local and general elections	M-L	The project represents a high priority for the implementing partner (National Administration of Penitentiaries), which is implementing interrelated projects, and has a clear strategy for the development of human resources for both detainees and its own staff. The proposed actions and recommendations in the document elaborated under activity 1 can be further promoted through targeted briefings for key decision makers, large consultative processes including workshops, information materials and media coverage
Development of training course curricula and delivery to detainees not particularly matching their needs and understanding	M-L	The assignment of experts/institutions with key expertise in this field and good connoisseurs of the Romanian penitentiary system conditions, thorough evaluation of the course content and delivery through peer experts and continuous evaluation of course progress through participants feedback and peer-review
Reluctance of the private sector to hire ex-convicts, regardless of the project efforts to promote social inclusion needs of the ex-convicts	M-L	Sustained engagement of private sector representatives in the project activities

Annex II: Agreements

A Standard Letter of Agreement for the provision of support services is concluded between the NAP and UNDP. All agreements, letters of support, and letters of co-financing are included as additional attachments to this project document.

Annex III: Terms of Reference

Project Implementation Unit (assigned by the UNDP, through service contracts):

Project Manager

Education and experience

- Academic degree in Economics, Business or a discipline related to project management;
- Familiarity with the national social inclusion policies, legislation and stakeholders and proven experience of managing complex projects in this area;
- At least 8 years of work experience in project management, with progressive level of supervisory/control responsibilities
- Good working experience in financial management, monitoring and financial reporting as well as operational tasks required;
- Good verbal and written communication skills, including the ability to draft/edit a variety of written reports, studies and other communications, and to articulate ideas in a clear, concise style;
- Strong interpersonal skills and ability to establish and maintain effective partnerships and working relations in a multi-cultural environment, with sensitivity and respect for diversity;

- Ability to work under pressure and to meet tight deadlines.
- Willingness to daily travel and field trips within the country when required;
- Excellent computer skills particularly in using excel and other data and project management software;
- Full working knowledge of English and Romanian, including excellent writing skills;
- Ability to design and develop new initiatives.

Duties and responsibilities

The Project Manager will oversee and have ultimate responsibility for the smooth and timely implementation of the project. The Project Manager will have the administrative, financial and organizational responsibilities for the delivery of the project within its timeframe, budget and objectives. Mainly he/she will be responsible for:

- Organizing and overseeing the implementation of the project assigned on behalf of UNDP and in cooperation with the project partners;
- Identifies potential obstacles in the efficient implementation of project and take necessary correcting action, accordingly;
- Provides on-site management of the project and oversee monitoring and ongoing performance tracking;
- Submits progress and financial reports to UNDP national supervising programme officer ;
- Oversees the organization of proposed official events and ensures a proper media coverage of the project progress and achievements;
- Prepares guidelines for implementing partners regarding financial and operational management, procurement, etc., and monitor the sub-projects at all stages;
- Facilitates exchange of information with other ongoing related programmes and initiatives and ensure lessons and best practice are documented and shared at regular learning platforms;
- Coordinates the staff employed under this project;
- Financial and substantive monitoring and evaluation of the projects, identification of operational and financial problems, development of solutions.
- Performs other duties relevant to this position.

Project Assistant

Education and experience

- University Degree in Business, Public Administration, Economics, or other related field,
- Minimum 3 years of relevant experience in project administrative functions is required for this position
- Ability to handle certain levels of responsibility of project implementation phases
- Strong analytical and inter-personal skills,
- Excellent reporting and presentation skills
- Full working knowledge of English
- Good communication skills both written and verbal;
- Proficiency in using computer applications (MS Word, Excel, PowerPoint, internet and e-mail), experience in handling of web based management systems.

Duties and responsibilities

Specifically, the Project Assistant will be responsible for:

- Providing support to the Project Manager in the day-to-day management and monitoring of project activities according to the approved work-plan, while ensuring effective utilization of the funds made available by the Government partners and UNDP, in full compliance with the project documents and agreements
- Preparing and maintaining financial reports and forecasts. Drafting and proposing to the Project Manager updates/revisions of the project budget and/or work-plan whenever necessary.

- Assisting the Project Manager (PM) in the procurement of any project -related goods and services, in full compliance with the agreed procurement procedures. Drafting (within the limits of her/his professional qualifications) Terms of Reference for such project -related goods and services and submitting these to the PM for review.
- Participating in relevant monitoring and evaluation events and missions with the Project Manager, drafting parts of the project reports pertaining to activities under his/her responsibility.
- Keeping updated project inventory and assure that regulations on the equipment use, storage and proper maintenance are adhered.
- Maintaining project staff attendance records.
- Ensuring effective, professional and timely communication between the project office and all the parties involved in the implementation of the project.
- Participating in data collection, analysis and maintenance of projects related data base and files.
- Preparing project related correspondence and translating project-related documents.
- Carries out any other project related tasks as may be assigned by the Project Manager.

Procurement Specialist

Education and experience

- University degree in economics, finance, accounting, law, public administration or other related field.
- At least five years of experience in administrative work, accounting/finance, , or other related area, of which at least 3 years in procurement in the public sector are required.
- Experience of working in / with international organisations and knowledge of the UNDP procurement procedures would be an advantage
- Experience in the usage of computers and office software packages (MS Word, Excel, etc) and advance knowledge of spreadsheet and database packages, experience in handling web-based management systems.
- Fluency in Romanian and a good command of English
- Computer literacy
- Proven ability to work as part of a multi-disciplinary team

Duties and responsibilities

The Procurement Specialist will be part of the Project Implementation Unit, and work under the overall supervision of the Project Manager and in close cooperation with the Project management assistant and other members of PIU. The main role of the Procurement Specialist is to ensure the timely procurement of goods and services included in the annual and multiannual workplan and budget, through the implementation of the applicable procurement procedures. The Procurement Specialist will be responsible for carrying out the following specific tasks:

- With input from other members of the Project Implementation Unit and assistance from consultants engaged within the project, draft the Request for Letters of Interest (LOI) and the Prequalification Requests (PQRs) aimed at collecting applications from suitably qualified contractors for the implementation of activities to be supported by the project's funds.
- Using criteria and procedures agreed with the other members of the Project Implementation Unit, evaluate and prioritise the Statements of Qualification (SOQs) received.
- With guidance and training from the Project Manager and consultants engaged in the project:
 - Develop Requests for Proposals (RFPs) to the contractors that submitted satisfactory SOQs;
 - Evaluate the proposals received, according to criteria agreed with the other members of the Project Implementation Unit;
 - Draft contracts with the successful contractors.
- With due attention to the annual and multiannual workplan and budget and the provisional cashflow, prepare, analyse and process documentation for the timely procurement of necessary goods and services, in accordance with the procedure applicable for UNDP and consistent with the national and ESF regulations.