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FINAL REPORT

United Nations Development Programme

Republic of Moldova

Support to Police Reform Project

February 2020

Reporting Period	February 2014-November 2019
Donor	U.S. Government, UNDP
Country	Republic of Moldova
Project Title	Support to Police Reform
Project ID (Atlas Award ID)	00062264
Outputs (Atlas Project ID and Description)	00089415/Support to Police Reform in the Republic of Moldova
Implementing Partner(s)	Ministry of Internal Affairs, General Police Inspectorate, Joint Law Enforcement Training Centre
Project Start Date	February 2014
Project End Date	November 2019
Total Project Budget	USD 3,591,109
Revenue received	<ul style="list-style-type: none">• Regular USD 40,757• Other<ul style="list-style-type: none">○ U.S. Government USD 3,034,959○ GPI USD 515,392
Unfunded budget	N/A
UNDP Contact Person	Alexandru Cocirta Programme Analyst, Effective Governance Cluster UNDP Moldova Email: alexandru.cocirta@undp.org Tel.: +373 22 220045, ext. 119

I. Background

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

Responding to this challenge, the project shifted from policy formulation to practical implementation of priorities defined in the 2016-2020 Police Development Strategy, 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 reform.

The overall objective of the project was to assist the Ministry of Internal Affairs (MIA) and the General Police Inspectorate (GPI) in developing an accountable, efficient, representative, transparent and professional police force, closer to the best international practices. The project sought to further strengthen the institutional and professional capacities of MIA and GPI units and provide technical assistance in specific areas of intervention. The results and activities of the project are designed to help MIA and GPI to fulfil the internal modernization efforts and strategic objectives in line with international best practices including mainstreaming and promotion of human rights and gender responsiveness.

The proposed overall objective focused on:

- (a) Strengthening Police capacities in the area of proper crime scene management and evidence collection in line with applicable international standards in the field, along with providing the Police units with essential equipment to provide primary crime response, conduct proper crime scene investigation and ensure collection of evidence for further laboratory tests;
- (b) Supporting the implementation of community policing concept in the Republic of Moldova;
- (c) Strengthening the capacities of the General Police Inspectorate and the Ministry of Internal Affairs to comprehensively implement police reform agenda.

II. Amendments to the Project design

The Project was subject to four amendments during its lifespan (September 2014, May 2015, July 2016, February 2018), expanding the implementation of project activities to new interventions and

phases and seeking to further strengthen institutional and professional capacities of MIA and Police units and provide technical assistance in specific priority areas.

These amendments entailed both the extension of project duration and the increase of the overall project budget (from the initial USD 500,000 up to USD 3,591,109) and diversification of funding sources (U.S. Government, General Police Inspectorate, UNDP).

III. Achieved results

Project component 1: Enhancing the capacity of the General Police Inspectorate staff in the area of crime scene management, evidence collection and primary crime response (2014-2019)

The activities planned under this project component have been successfully completed.

The main results achieved are as follows:

- Crime scene investigation and evidence collection capacities of the Police was enhanced by providing the Police Forensic Centre (including the headquarters, the North and South regional departments) and 12 district Police Inspectorates with fully equipped crime scene vehicles/mobile labs, ICT devices, up-to-date investigative equipment and modern crime scene kits and tools for a prompt crime response, better crime scene management, reduced investigation time and setting higher standards of delivered services. Similar sets of equipment were further provided by the GPI in other districts, aiming at keeping the same standard for crime scene investigation;
- The Police Forensic Centre is accredited¹ in line with ISO/IEC 17025:2005 standard, proving compliance with the standard's requirements in six areas of forensic expertise: ballistics, impressions, fingerprints, handwriting, forensic document examination and digital forensics. This achievement reflects the Project's support in ensuring competence of the staff, the validity and suitability of scientific methods, the appropriateness of equipment and facilities, and the ongoing assurance through internal quality control mechanism. ISO/IEC 17025 accreditation is an objective way to assure the beneficiaries/users that the forensic laboratory has demonstrated technical competence to provide reliable and accurate test/investigation results;
- The professional capacities of Police Forensic Centre's staff (24 professionals) have been improved through specialized training:

¹<http://politia.md/ro/content/competentele-centrului-tehnic-criminalistic-si-expertize-judiciare-al-igp-sunt-recunoscute>, http://www.md.undp.org/content/moldova/en/home/presscenter/pressreleases/2018/competen_ele-centrului-tehnic-criminalistic-i-expertize-judicia.html

- 14 forensic experts were trained on handling and using the portable cyanoacrylate fuming system for developing latent fingerprints at major crime scenes;
 - Eight forensic specialists (5 men, 3 women) have been trained on the use of several software and hardware solutions for digital forensic examinations;
 - Two digital forensic experts successfully completed two internationally accredited training courses on routing, switching and networking, developed by Cisco Systems (CCNA Routing & Switching) and Juniper Network (JNCIA Junos). The knowledge acquired through these trainings are used for investigating cybercrime cases, as well as will contribute to the extension of ISO accreditation to other investigative methods in the digital forensics area;
- The Bomb Squad of the Police Forensic Centre has been provided with specialized Explosive Ordnance Disposal (EOD) tools (retrofitted special vehicle, bomb blanket, car inspection mirrors, firing cable) and consumables (EOD projectiles), increasing the technical capacity of Police Forensic Centre to react to EOD related calls, examine and defuse explosive objects;
 - 21 experts from the Balti Regional Police Forensic Centre benefit from better working conditions and enhanced operational environment, being provided with modern ICT equipment and office furniture;
 - The Police Forensic Centre has improved digital forensic examination capacities, being provided with specialized software (e.g., Belkasoft Evidence Centre, Oxygen Forensic Detective, MAGNET Axion) and tools (e.g., XRY PinPoint, Ditto Forensic Field Station Kit D-1) for digital forensic investigations and recovery of data from various mobile devices;
 - The International Police Cooperation Centre of General Police Inspectorate was provided with a power generator, which ensures the uninterrupted connection to electricity of the Centre and secures continuous use of various databases and exchange of data between police units in the country and abroad;
 - The Fulger Squad of Police has been provided with two progressive bullet reloading machines, increasing tactical training capacities of Fulger Squad of Police due to reduced costs for bullet reloading;
 - Three Police subdivisions (Fulger Squad of Police, National Patrolling Inspectorate and Police Forensic Centre) were provided with 56 (52 portable and 4 mobile) sets of TETRA radio stations to ensure a prompt and secure communication among police units;
 - Besides the support offered within the Project for an improved crime scene management, efforts were made to increase the potential of police forensic specialists to share best practices, to debate various professional topics and issues, as well as to strengthen the knowledge and skills of forensic experts through various capacity developing activities. Two

multipurpose rooms have been upgraded at the Forensic Centre's headquarter to become a more functional, inviting and user-friendly space with functionalities for various events, including but not limiting to training activities, conferences, project launches, press conferences, internal and external meetings at different levels, etc.

Through the entire support delivered under this Project component, the Moldovan Police units are now better capacitated to provide a prompt crime response and improved public security services for the benefit of both men and women from Moldova. Assistance provided helps Police units to deploy necessary resources to conduct proper crime scene investigation, secure evidence and perform forensic analysis of crime scene evidence, ensuring the chain of custody and increasing the reliability of forensic investigations in line with international standards.

Project component 2: Supporting the implementation of community policing concept in the Republic of Moldova (2014-2019)

The activities planned under this project component have been successfully completed. Community based policing is a concept and a model of institutional modernization of police, wherein the police force becomes more responsive to the needs of the community it serves. Following this basic principle, the Project has redesigned and renovated two pilot police stations, one in Chisinau (2017)² and one in Singerei (2018)³, in line with a new vision to offer a proper environment for community-police interaction.

The design concept of the pilot police stations was developed by using the design thinking technique, a social innovation instrument through which the change in designs is used to make the rendering of public services more efficient and inclusive. These resulted in the elaboration of a new vision of the client-oriented community police station layout based on functionality, transparency and accessibility, including for people with special needs.

Several features of the new design put in practice are as follows:

- Accessible police station: access ramp for the wheelchairs, universal design of doors, accessible toilet;
- Shift from personal to functional working spaces, the working space separated from the public space;

² <https://www.md.undp.org/content/moldova/en/home/presscenter/pressreleases/2017/10/19/c-tre-activitatea-poli-ienesc-comunitar-sectorul-de-poli-ie-nr-3-buiucani-din-chi-in-u-va-deveni-mai-prietenos-i-accesibil-.html>;
<http://www.politia.md/ro/content/catre-activitatea-politieneasca-comunitara-sectorul-de-politie-nr-3-buiucani-din-chisinau-va>

³ <http://politia.md/ro/content/la-singerei-sectorul-de-politie-devine-mai-accesibil-si-prietenos>,
<http://www.md.undp.org/content/moldova/en/home/presscenter/pressreleases/2018/la-singerei--sectorul-de-poliie-devine-mai-accesibil-i-prietenos.html>

- User friendly and client-oriented lobby, integrating a child play area, flexible waiting area;
- Transparent and visible police station.

The redesigned police stations create a friendly atmosphere which fosters the police-community engagement, serving a community of nearly 50,000 people. The use of “universal design” approach made the buildings more accessible for persons with mobility impairments or elderly people, while the playground arranged nearby enhances the openness of the space. The police stations facilitate the cooperation between the community and police, offering opportunities for educational activities and community support and providing modern working premises for police officers.

The design concepts and visual identity elements piloted by the Project with the police stations in Chisinau and Singerei are currently used in renovating other police stations, undertaken by the General Police Inspectorate in the framework of the 2016-2020 Police Development Strategy implementation.

In addition to providing better infrastructure for improved police-community engagement, this Project component focused on building the police bike patrolling capacities and extending the service throughout the country. 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 officer response times and environmental benefits are just some of the reasons to consider establishing a bicycle patrol.

Therefore, the Project helped building more secure communities in Moldova by supporting the extension and operationalization of police bike patrol services in four regions: Balti, Cahul, Cantemir, Leova. 28 police officers (8 w/20 m) were trained in 2018-2019 in line with International Police Mountain Bike Association (IPMBA) course syllabus and equipped to become first responders to public order threats and enhance security of women and men in the districts they serve.

Project component 3: Strengthening the capacities of the General Police Inspectorate and the Ministry of Internal Affairs to comprehensively implement police reform agenda

The implementation of activities under this project component have been successfully completed.

Embedded Advisors Program

The support under this subcomponent aimed at enhancing the ability of the beneficiary institutions to design and implement reform activities in a number of agreed priority areas, as well as enhancing and increasing the visibility of Police as one of the main actors of reform process.

Eight international and national consultants (two men, six women) were deployed to assist the General Police Inspectorate and the Ministry of Internal Affairs in better conceptualizing and implementing the police reform agenda in selected priority areas. The strategic consultancy, analytic support and assistance responded to the particular needs of the beneficiary institutions, covering a variety of areas from operational to strategic level of activity. In a nutshell, the support provided by the Project resulted mainly in:

A. Human Resources Management (2017-2018)

- New concept on recruitment and selection of internal affairs staff, officially approved by the Ministry in September 2018. The Concept on the Creation of the Recruitment and Assessment Centre of MIA describes the new recruitment workflows, aiming at establishing a transparent, efficient, unbiased and merit-based system;
- Concept on development of Police human resources – provides a comprehensive approach towards developing the Police human resources system, guidelines for improving all human resources-related aspects (staff management, career management, professional training and motivation) and recommendations to streamline the activity of human resources management system by describing, standardizing and automation of all processes;
- Assessment Report on the human resources management IS within MIA, including identification of limitations and development needs;
- Action Plan on implementation of recommendations of the Study on police profession attractiveness (approved by MIA in September 2018);
- Expert opinion on the Police Career Guide;
- Assessment report on the ethics code of the MIA's civil servants with special status;

B. Institutional Development and Reorganization (2017-2018)

- Model Regulation on Organization and Functioning of MIA Directorates;
- Review and recommendations on the Regulation on MIA trainers (approved in October 2018);
- Report on Assessment of gender dimension integration in the framework of implementation of Police Development Strategy and EU Budget Support for Police Reform;
- Guidelines and recommendations on drafting official documents;
- Concept vision on establishment of the National Inspectorate for Public Security;
- Concept on reorganization of the Bureau for Migration and Asylum;
- Concept vision on development of the Carabineer Troops Department.

C. Communication (2015-2018)

Through the deployed resources, the Police benefited from substantial input and strategic advice provided to high level and middle level Police management and Communication staff, focused on developing communication and outreach strategy of Police, reorganization and enabling of a new communication structure within Police forces, updating internal communication and visibility guidelines, upgrade of Police's website and web services, strengthening crisis communication skills, mentoring of communication staff, introduction of new communication tools (media monitoring sheets, communication related templates, use of social media). An indicative list of achieved results is as follows:

- Standard Operating Procedure on external communication;
- SOPs on communication focusing on patrolling police officers, local police and bike patrol officers;
- Plan on Strategic Development of Police Communication for 2017-2020 and corresponding annual action plans;
- Guidelines on communication about sensitive topics (sexual violence) and about specific groups (children);
- Survey on Police internal communication (500 questionnaires, 20 interviews with senior and middle level management);
- Upgraded web page of Police (www.politia.md) with a more user-friendly interface, more structured information and updated web services ('your local police officer', 'your idea counts', "eyewitness");
- Providing support and advice in organizing Police communication campaigns and events (Road Safety, Kids' Road Safety Town in Rezina, Police's Map of Threats, Denim Day – sexual violence against women, A Summer in Safety, etc.);
- Diversification of communication means of Police with the public (Live Video Chat, viewed by 14,000+ persons, off-line meeting with youth, Viber channel);
- Daily advice and coaching of Police senior and middle-level management and communication staff;
- Increased use of social media – the number of followers of Police's Facebook page increased with circa 57% (20,100+ followers in Dec 2018) as compared to the previous period (12,800+ followers in Dec 2017).

Visibility and large-scale communication of Police activity gradually increased, as well as the public perception about the communication capacities of Police. The IPP's Research on External and Internal Perception of Police Activity (April 2016)⁴ indicated an improvement of public perception about Police's communication with the public: only 10,8% of respondents (-5,5% as compared to December 2013) believed that 'bad relations with the public' is still a problem the Police should address. This

⁴ <http://ipp.md/2016-04/activitatea-politieneasca-in-republica-moldova-perceptii-interne-si-externe/>

downward trend may suggest an improvement in communication about Police activity and more transparency in communication visible for society.

In addition to the advisory support, the Police benefited from advanced equipment and peripherals to enhance the technical capacities to prepare and communicate about the Police reform agenda and results achieved. Digital cameras, video recorders, digital recorders, colored printers and computers are used by the communication units to capture and disseminate information and data about the progress in Police reform process.

Video stories and by-products on modernized police forensic expertise⁵ and the police bike patrols⁶, developed and disseminated through social media in June-July 2019 to showcase the project achievements and partners' support, reached more than 133,000 people.

D. Forensics (2015-2017)

The Police Forensic Centre benefited from long-term consultancy in preparing for ISO/IEC 17025 accreditation (quality management documentation, in-service training and sharing of experience, institutional changes, organizational restructuring, etc.). During the reporting period, the Forensic Centre's management and staff was consulted in developing and implementing the quality management system in line with ISO/IEC 17025 requirements.

Based on the initial gap analysis, a detailed corrective action plan was defined and completed. The necessary documentation was developed and validated with the advisory support provided by the Project. Police Forensic Centre's staff has benefited from various training sessions, relevant for the accreditation process (for instance, on measurement results and measurement uncertainty, control charts and metrology and traceability). As the result of this support, the Police Forensic Centre has been successfully accredited in six areas of forensic investigations: ballistics, impressions, fingerprints, handwriting, forensic document examination and digital forensics.

E. Community Policing (2015-2016)

The main objective of this consultancy was to analyze and assess the current situation (including the existing capacities of the Moldovan police and the regulatory framework) concerning the community based policing in the Republic of Moldova and produce a set of strategic recommendations on necessary measures to implement the best international practices of community policing.

The assessment of community policing environment was conducted in a participatory manner, involving police at all levels (senior and middle level management, line police officers, police officers

⁵ <https://www.youtube.com/watch?v=l4ICW75i6v0&list=PLW8tTWcbumlfOgt4GfldRR7Cu32hMfUgA&index=6>

⁶ <https://www.youtube.com/watch?v=n5aNFLKqkxc&list=PLW8tTWcbumlfOgt4GfldRR7Cu32hMfUgA&index=1>

assigned to the pilot community police station) and community. The final report served as a starting point for the development of the Community Policing Concept in Moldova.⁷

F. Joint Law Enforcement Training Centre (2018)

- Review and recommendations on regulatory framework concerning the institutionalization and operationalization of JLETC;
- Developing the Concept on operationalization of JLETC;
- Developed the Police Occupations Map and drafted two occupational standards for Public Order and Security Non-Commissioned Officer and Carabineer Non-Commissioned Officer to serve as the starting points in defining and planning the competence-based professional training programs for law enforcement agents to be delivered by the Joint Law Enforcement Training Centre (JLETC);
- Recommendation on drafting JLETC Curriculum;
- Review and recommendations on the Regulation on Organization and Functioning of the Joint Law Enforcement Training Centre (approved in December 2018);
- Review and recommendations on the draft Program on continuous training of Police Sub-Officers (C03).

Besides the advisory programme, the GPI and MIA benefited from technical assistance aimed at ensuring and/or upgrading the necessary facilities for a more efficient interaction and communication. Two multi-purpose rooms at the GPI were upgraded (2014-2015) to increase the potential of Police to disseminate the results of GPI's activity, to debate various topics on the reform agenda, as well as to strengthen the abilities and skills of GPI's staff through a number of capacity developing activities. As a result of these upgrades, two GPI facilities display a more inviting flexible environment with functionalities for various events, including but not limiting to the online interaction with regional police inspectorates, press conferences, training activities, project launches, meetings at different levels, conferences, etc.

Responding to the need of MIA to increase its capacities for a more coordinated approach to the police sector reform, the Project invested in creating an environment that fosters a comprehensive coordination, implementation, monitoring and reporting on the reform. The assistance provided by the Project helped the Ministry of Internal Affairs to equip and operationalize the Police Strategy Coordination Centre (2017). This Centre accommodates 18 professionals, coming from different subdivisions of GPI and MIA. It provides a proper working environment (furniture and ICT and office equipment) for an efficient police reform implementation.

⁷ [http://politia.md/sites/default/files/conceptia_si_planul_de_actiuni_pentru_anul_2018 -
_20120_privind_activitatea_politieneasca_comunitara.pdf](http://politia.md/sites/default/files/conceptia_si_planul_de_actiuni_pentru_anul_2018_-_20120_privind_activitatea_politieneasca_comunitara.pdf)

Strengthening Training Capacities of Police

Professional training of staff is the area of particular importance for the successful implementation of police reform. The support provided under this subcomponent responded to the national priorities in strengthening the professional police training system in Moldova, capacitating the Joint Law Enforcement Training Centre to develop and deliver a competence-based training programme.

14 employees (3 women, 11 men) of the Joint Law Enforcement Training Centre, Ministry of Interior and General Police Inspectorate were engaged in a two-weeks certified Training of Trainers course (September 2018), delivered at the Romanian Institute of Public Order Studies. The participants built their capacities, knowledge and skills in designing and delivering training sessions, using modern adult learning techniques, assessing training sessions and training participants. The training combined theoretical and practical sessions with individual and group assignments. Following the final evaluation, the training participants were successfully qualified as trainers by the Romanian National Qualifications Authority. This group of professionals is engaged as trainers by the JLETC or other internal affairs training entities, enabling the Beneficiary institutions to conceptualize, develop and deliver training programmes, based on practical needs and expectations from a modern policing activity.

Moreover, the JLETC staff were exposed to practices of police professional training in Romania (Oct 2018), Ukraine (Oct 2018) and Georgia (Nov 2018), enabling professional exchange, knowledge sharing and networking. During visits, the participants explored how the police training institutions are organized and structured, how the initial training and in-service training are organized and carried out, what capacities and skills are developed by the institution for an efficient policing activity and why that specific set of skills are important to be developed and applied by a police officer, what kind of facilities, tools and innovations are used during the training process (virtual shooting range, video streaming of simulation exercises, simulation and mock trial rooms, e-learning, etc.). In Romania the participants learned how to develop a professional training standard based on the occupational standard for a specific position and how to design a training programme associated with the professional training standard. With the help of Romanian peers, the group drafted the initial training programme for police sub-officers and carabineer sub-officers, matching in this way the training to be delivered by the JLETC with the competencies defined in the occupational standards for these two positions.

The project supported the Joint Law Enforcement Training Centre to expand its professional training capacities by engaging an additional group of 17 law enforcement professionals from the Ministry of Internal Affairs, Police and Carabineer Troops in a complex multi-modular training of trainers programme, focused on developing adult learning, communication, stress management and conflict management skills (2019). The training program covered a variety of topics from pedagogy,

psychology, andragogy, building the knowledge and skills of participants to develop and deliver innovative and interactive training sessions.

All these skills and competences are relevant for a JLETC trainer, as they address the specifics of law enforcement activity and are tailored to the needs of an adult learning environment. This pool of trainers represents various levels of internal affairs structures, including field level, middle and senior level management. All ToT participants are engaged in delivering initial training at the JLETC.

Overall, Project's assistance was instrumental in the operationalization of the Joint Law Enforcement Training Centre and launching of new police training system in August 2019. Support in the conceptualization of the training programme, building the trainers' adult teaching skills, and the provision of the tactical gear and specialized equipment enabled 56 Police cadets (17 w/36 m) to develop competences required for ensuring public order, complete the modernized police training programme, and put the basis for the next generation of police sub-officers. Furthermore, JLETC was provided by the Project with modern ICT equipment (laptops, projectors, video recorders, digital cameras) to increase the mobility of practice-oriented trainings and set up a feedback mechanism backed by video recording capabilities.

Strengthening Capabilities for Police Crime Response and Operations (2018-2019)

The Police Development Strategy for 2016-2020 aims at strengthening police operational capabilities and equipment base for its prompt and efficient reaction to crimes and urgent public security situations. The Project's support under this subcomponent focused on:

Activities	Results
Strengthening the Police crime response capacities by modernizing the Police first response car fleet	27 first response vehicles (26 Dacia Duster and 1 Dacia Logan) were delivered and are in use ⁸
Increasing the tactical capacities of Police by providing the Fulger Brigade with ballistic shields	17 ballistic shields complying with the NIJ Standard 0108.01 for Ballistic Resistant Protective Materials, Level IV (1 pcs), Level III (4 pcs) and Level IIIA (12 pcs) delivered to Fulger Brigade
Conducting an assessment on the opportunity of body camera (video recorder) use for the Moldovan police officers	The study, produced by an international expert, represents a comprehensive analysis of the existing operational Moldovan police framework and of the existing hardware and software infrastructure in order to integrate chest mount body cameras in the Moldovan

⁸ <http://www.politia.md/ro/content/39-de-masini-noi-au-intrat-dotarea-politiei>

	<p>policing. This paper also offers international good practices, applicable standards and recommendation on system development to be considered by the General Police Inspectorate for further decision making on the matter of body cameras introduction and use. Moreover, the document presents a roadmap on the development of Police body camera system, including recommendations system, pilot project, the operationalization of the system, description of required hardware and software infrastructure, list of technical specification for equipment and software, multiple options for technical endowment and relevant procedures and working cycle. The study served as a starting point for the Police in developing the body camera system and procurement of equipment required.</p>
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IV. Conclusions and Lessons Learned

The Project has been implemented in compliance with the Project Document and agreed priorities. Targeted assistance was provided to help the national stakeholders to strengthen institutional and technical capacities, reengineer internal business processes, improve strategy coordination capacities and put in place modern operation instruments and tools, which contributed to achieving sustainable results of Police reform for the benefit of men and women from the Republic of Moldova.

Assistance provided by the project contributed to an increased public trust and better public image of Police, which operates as a professional body serving the community and securing the fundamental rights. The last Barometer of Public Opinion (December 2019) shows an increase of public trust in Police: 40% (+14% as compared to baseline data, April 2013).⁹

The Project operated in a complex context. Recurrent political instability in the country generated periods of institutional uncertainty and restructuring, including in the Police and the Ministry of Internal Affairs, Project’s main partners and beneficiaries. The strong cooperation with the middle level managers, built by the Project, ensured institutional memory and a smooth transition to a new senior management set up.

Communication with the donor was kept regularly, which allowed for quick and effective consideration of new ideas and additional proposals that appeared during the Project

⁹ <http://ipp.md/wp-content/uploads/2019/12/BOP-FINAL-decembrie-2019.pdf>

implementation. The high level of flexibility demonstrated both by the donor and beneficiary institutions contributed to the successful implementation of all agreed activities.

Strong national ownership, both over the process of Project implementation and the outputs produced, were equally important for the sustainability and continuity of the Project outputs. The Senior level management of Police had the necessary positive and change-oriented attitude regarding the implementation of community policing concept. A different perspective was felt at the local level. Acknowledging the importance of appropriate physical space for a better police-community engagement, additional efforts are required to ensure an adequate filtering down of key messages and internalization of what community policing means.

Taking into account the high volume and complexity of equipment provided by the Project, a factor of success was a clear vision of the beneficiary on the expected deliverables and constant coordination and dialogue with the beneficiary to ensure the best value for money in line with the applicable UNDP rules and procedures. UNDP's flexible procurement arrangements (for instance, long-term agreements, justified direct contracting) offered access to top-notch and high-quality products. The support provided by the Project raised the level of delivered services and set the standard for further operation using modern equipment and tools.

Project succeeded to produce valuable results with high level of impact. These results were communicated to the public to the extent possible through ad-hoc interventions. However, a more consistent and structured approach to capturing and communicating the Project results would have ensured a larger outreach and information on Project's interventions and results achieved.

V. Financial Summary (preliminary figures)

Activity	Fund	Project budget expenditures (USD)						Total Spent	Total Income	Balance
		2014	2015	2016	2017	2018	2019			
Activity 1 Crime scene management	US	240,380.06	625,753.44	431,595.72	150,005.06	13,361.22	1,918.65	1,463,014.15		
	UNDP	-	-	17,392.76	-	-	-	17,392.76		
Activity 2 Police and Community	US	20,603.93	145,982.02	38.73	60,151.74	155,581.90	34.04	382,392.36		
	INL	-	-	-	-	40,578.18	135,577.38	176,155.56		
	UNDP	-	9,229.00	-	-	-	-	9,229.00		
Activity 3 Capacity Development for Police Reform Agenda	US	143,362.48	96,616.06	208,220.88	200,958.12	370.35	-	649,527.87		
	UNDP	-	-	3,283.43	-	-	-	3,283.43		
	INL	-	-	-	-	300,889.01	56,235.53	357,124.54		
Activity 4 Support procurement	Gov of Moldova	-	-	-	-	512,489.60	2,501.67	514,991.27		
	UNDP	-	-	-	-	10,852.39	-	10,852.39		
Total US		404,346.47	868,351.52	639,855.33	411,114.92	169,313.47	1,952.69	2,494,934.40	2,494,959.34	24.94
Total INL		-	-	-	-	341,467.19	191,812.91	533,280.10	540,000.00	6,719.90
Total Government of Moldova		-	-	-	-	468,983.13	46,409.39	515,392.52	515,392.52	0.00
Total UNDP		-	9,229.00	20,676.19	-	10,852.39	-	40,757.58	40,757.58	0.00
Grand Total Project		404,346.47	877,580.52	660,531.52	411,114.92	990,616.18	240,174.99	3,584,364.60	3,591,109.34	6,744.84