



Project Document

Republic of Moldova

Project Title: Strengthening the Police Training Capacities in the Republic of Moldova

Project Number: Award 00111820, Output 0010632

Implementing Partner: Ministry of Internal Affairs, 'Stefan cel Mare' Academy of the Ministry of Internal Affairs

Start Date: September 2022 **End Date:** July 2024 **PAC Meeting date:** 19 September 2022

Brief Description

Building upon the Ministry of Internal Affairs' aspirations to reinforce the practice-oriented training, the Project will strengthen institutional capacities, upgrade the learning technology and modernize the practical training infrastructure of the institution to enable an environment for nurturing next-generation police professionals, equipped with skills, knowledge and competences compliant with the demand for modern-style policing. The general objective of the Project is to foster a more effective, professional and accountable police service by reinforcing national capacities and structures to provide skills-based training of law enforcement professionals in Moldova, in line with international best practices. The interventions in police training system, targeted through this Project, should also contribute to improved quality of police services in Moldova. As a result, the general trust to the police system shall increase. Taken together, these results can increase public confidence in and support for law enforcement and justice processes, enhancing system performance and, ultimately, the integrity of the law.

<p>Contributing Outcome (UNDAF/CPD): UNDAF 2018-2022 Outcome 1 CPD 2018-2022 Output 1.4</p> <p>Indicative Outputs with gender marker: GEN1</p> <p>Management Arrangements: Support to National Implementation Mechanism (Support to NIM)</p>	Total resources required:	\$1,681,000	
	Total resources allocated:	UNDP TRAC:	N/A
		Donor:	\$1,681,000
		Government:	N/A
	In-Kind:	N/A	
Unfunded:			

Agreed by (signatures):

Ministry of Internal Affairs of the Republic of Moldova (MIA)	UNDP Moldova
<p>DocuSigned by:</p> <p><i>Serghei Diaconu</i></p> <p>Serghei Diaconu Secretary General</p>	<p>DocuSigned by:</p> <p><i>Andrea Cuzyova</i></p> <p>Andrea Cuzyova Resident Representative a.i.</p>
Date: 05-Oct-2022	Date: 05-Oct-2022

I. DEVELOPMENT CHALLENGE

An effective, professional and accountable law enforcement system is an important element for the sustainable development. Acknowledging the importance of this issue, the Government of Moldova engaged since 2010¹ in a complex reform of internal affairs and law enforcement systems. The reform aimed at strengthening the professionalism, the effectiveness and the neutrality of law enforcement institutions that perform their functions in the interest of people – for both men and women, including those belonging to vulnerable, minority and marginalized groups, ensuring the respect of rule of law, equality and protection of human rights.

Over the past years, the law enforcement system was engaged in a number of structural changes and reforms to comply with best EU practices in this field (e.g., new regulatory framework, internal restructuring, reform of carabineer troops, developing a dual public order system and the creation of the National Inspectorate for Public Security, delimitation of Police from the Ministry of Internal Affairs (MIA) and creation of a new police structure – General Police Inspectorate) and to improve the quality of services delivered to men and women in Moldova. Despite some progress, there is room for more decisive and profound actions. The 2018 Association Implementation Report on Moldova² states that the independence of justice, law enforcement as well as national anti-corruption authorities need substantial improvement. On the same note, the 2019 Association Implementation Report on Moldova³ highlights the need for robust progress on judicial reform, on compliance with the rule of law and democratic standards. Furthermore, the 2021 Report on Moldova⁴ links the EU support to satisfactory progress on reforms and the respect of rule of law, effective democratic mechanisms and human rights.

To date, Police registers a higher trust of population (31%) in comparison to the Government (19%), the Parliament (15%) or the justice institutions (19%).⁵ The 2021 WJP Rule of Law Index⁶ shows an above the global (0.72) and regional (0.78) average score for Moldova (0.81) for Order and Security factors. Despite this progress, Police suffers from a reputation of being affected by corruption: 36% of respondents consider that Police is the most corrupt institution.⁷

Considering that sectorial reforms and structural changes are needed, several national strategies were enacted during the last years to reform Police and strengthen the public order and security system in Moldova under the overall internal affairs/law enforcement reform.

¹ *Concept Paper on the Reform of the Ministry of Internal Affairs and its Subordinated and Decentralized Units (06 December 2010)*, https://www.legis.md/cautare/getResults?doc_id=31772&lang=ro#

² *Association Implementation Report on Moldova (03 April 2018)*, https://cdn4-eeas.fpfis.tech.ec.europa.eu/cdn/farfuture/Bsw7bS5h390fCujCmGRX1jA5BgDcARl6Z_E_fG86JZA/mtime:1522915732/sites/eeas/files/association_implementation_report_on_moldova.pdf

³ *Association Implementation Report on Moldova (11 September 2019)*, https://eeas.europa.eu/sites/default/files/swd_2019_325_f1_joint_staff_working_paper_en_v10_p1_1045191.pdf

⁴ *Association Implementation Report on Moldova (13 October 2021)*, https://eeas.europa.eu/sites/default/files/swd_2021_295_f1_joint_staff_working_paper_en_v2_p1_1535649.pdf

⁵ Institute for Public Policies (IPP), *Barometer of Public Opinion (June 2021)*, <https://ipp.md/wp-content/uploads/2021/07/Raport-BOP-2021.pdf>

⁶ World Justice Project, 2021 Rule of Law Index – Moldova, <https://worldjusticeproject.org/rule-of-law-index/country/2021/Moldova/Order%20and%20Security/>

⁷ UNDP Moldova, *National Integrity and Anticorruption Strategy impact Monitoring Survey – Moldova 2021*, https://www.md.undp.org/content/moldova/en/home/library/effective_governance/studiu-de-evaluare-a-impactului-strategiei-naionale-de-integrita1.html

The Police Development Strategy 2016-2020⁸ consolidated all Police reform efforts into a national framework document and aimed at establishing a Police service serving the interests of citizens and community. This policy document set the reform directions to be followed with a focus on modernization of Police operations, increasing efficiency, accountability and transparency, strengthening professional training and crime response capacities, implementation of the community policing throughout the country, increasing number of women in police and mainstreaming the respect for human rights in Police activity.

The Strategy on Reforming the Carabineer Troops (2017-2020)⁹ aimed at transforming the Carabineer Troops into a professional, modern, effective and transparent police structure with a military status, enabled to act professionally in the interest of the citizen and state, both in crisis situations and to ensure public order applying policing means and methods.

The National Public Order and Security Strategy (2017-2020)¹⁰ focused on building a modern, dual, integrated, interoperable, and consolidated public order and security system to strengthen the individual's safety and security of the society and the state.

All strategies mentioned above had a strong focus on capacity building and strengthening the professionalism of the law enforcement system and acknowledged the importance of a modern training system which enables the law enforcement to acquire the knowledge and skills to protect and serve the people. Thanks to the implemented strategies, the methodological basis regarding the training of employees within the law enforcement institutions was strengthened. But in terms of tools and physical infrastructure for tactical/practical training, there is room for more profound interventions. The manner in which training is conducted can actually facilitate change and make learning a rewarding experience.¹¹

The new Strategy on the Development of the Internal Affairs System (2022-2030)¹² further highlights the importance of the professional training for building a modernized and resilient home affairs system, able to respond promptly and professionally to the needs of the people it serves. The Strategy aims at changing the paradigm of training processes of employees in the home affairs system by increasing the quality of initial training and professional development based on advanced European practices and geared to developing competences and skills derived from the occupational standards.

The 'Stefan cel Mare' Academy of the Ministry of Internal Affairs (hereinafter, the Academy), established in 1990, plays the central role in training Moldovan police officers (providing both initial/qualification and in-service training). It provides legal and police studies for officer ranks as part of the university education, as well as police training for the sub-officer ranks. The Academy has absorbed the Joint Law Enforcement Training Centre in 2020, becoming in charge of the entire range of police professional training and instruction.¹³ About 300 students and 400 cadets are graduating annually the training courses organized and delivered by the Academy. Therefore, through its educational activity, the Academy can directly influence the quality of police services, the reform of the law enforcement system and, ultimately, the trust of people in Police.

⁸ https://www.legis.md/cautare/getResults?doc_id=123205&lang=ro#

⁹ https://www.legis.md/cautare/getResults?doc_id=99370&lang=ro

¹⁰ https://www.legis.md/cautare/getResults?doc_id=123210&lang=ro

¹¹ Michael L. Birzer, Ronald Tannehill, *A More Effective Training Approach for Contemporary Policing*, https://www.researchgate.net/publication/240282061_A_More_Effective_Training_Approach_for_Contemporary_Policing

¹² <https://mai.gov.md/sites/default/files/QR%20Code/subiect-12-nu-484-mai-2022.pdf>

¹³ https://www.legis.md/cautare/getResults?doc_id=125345&lang=ro#

The Government Action Plan for 2020-2023¹⁴ recognized the need for improving the law enforcement training structure, setting the enhancement of the practice-oriented police training system and the unification of the internal affairs professional training system under the Academy as an objective (2.1) to be pursued under the Public Order and Citizen Security Chapter. Furthermore, the 2021 Government's Activity Program¹⁵ envisions that investing in qualified, dedicated and properly trained human resources along with institutional modernization by developing new smart tools will create the spirit of safety and security and, hence, sets the improvement of the training system and introduction of e-learning tools as a priority under the Internal Affairs component.

Despite this being a priority, the practical implementation is sinuous. The Academy is struggling with a number of deficiencies that are hampering its progress in the implementation of this transformational endeavor, including insufficient instruments to stimulate the training performance of students/cadets and staff, poor condition of specialized training infrastructure, outdated and insufficient tactical gear and ICT equipment.¹⁶ The investments in infrastructure and equipment have a downward trend (2.18% of the annual budget forecasted for 2021) after an increase during the pre-pandemic period (9.43% of the annual budget for 2019). This indicates that the main challenge in reforming Moldova's law enforcement system and ensuring improved policing services is not planning and strategizing, but rather the implementation of reforms already started with a focus on supporting the overall capacity building of the internal affairs system.

There are several donors and development partners supporting the implementation of the law enforcement reform in the Republic of Moldova. The EU became the main donor supporting the Police reform during 2017 – 2020 through the direct budget support, technical assistance and twinning projects, as well as significantly contributing to the effective border management through the long-term EU Border Assistance Mission (EUBAM). Following the gradual transformation of the Moldova Police service, the EU budget support for police reform has been resumed after a period of two years of pause to help the delivery of key reforms in the police sector of the Republic of Moldova.¹⁷ The U.S. Government is a key partner of the MIA, GPI and other law enforcement units, funding and supporting interventions in such areas as enhancing forensic capacities, community policing, combatting organized crime and trafficking in human beings, border management and building capacities of border police, domestic violence, etc. Other donors and partners providing bilateral support for the implementation of specific Police reform activities include Romania, Sweden, Austria, Poland, UNICEF, UN Women, etc.

The comprehensive character of Police reform entails systemic changes and interventions at different levels and in various areas: legislative, institutional, operational, professional, etc. This approach requires specific enabling conditions, capacities and experience the national stakeholders are lacking. Thus, targeted assistance is needed to support the national stakeholders in strengthening institutional capacities, reengineering internal business processes, modernizing professional training processes and putting in place up-to-date operation instruments and tools, which will help achieving sustainable results of Police reform for the benefit of men and women in the Republic of Moldova. Thus, the Project will fill certain identified gaps by providing practical solutions and support in modernizing the police training system of Moldova in line with national priorities.

¹⁴ https://www.legis.md/cautare/getResults?doc_id=124222&lang=ro

¹⁵ https://gov.md/sites/default/files/document/attachments/programul_de_activitate_al_guvernului_moldova_vr_emurilor_bune.pdf

¹⁶ Educational and Institutional Development Program of the Stefan cel Mare Academy for 2020-2022, available in hardcopy.

¹⁷ <https://www.euneighbours.eu/en/east/stay-informed/news/eu-approves-eu5-million-police-reform-moldova>

II. STRATEGY

Effective policing requires a unique combination of physical, cognitive, emotional, and interpersonal skills. The combination of classroom learning along with practical application of theoretical knowledge into a simulated training environment has been proven to be quite efficient in improving learning, health promotion, job performance, and helping officers incorporate theoretical knowledge in their practical training and real-life police work and practice.¹⁸

Acknowledging the importance of professionalism in ensuring effective policing activity and delivery of justice for all, the Project will contribute to creating the necessary enabling conditions and developing the capabilities required for modern police training and professional development, focused on applying advanced technologies and ensuring human security. Building upon the MIA's and the 'Stefan cel Mare' Academy's aspirations to reinforce the practice-oriented training, the Project will strengthen institutional capacities, upgrade the learning technology and modernize the practical training infrastructure of the institution to enable an environment for nurturing next-generation police professionals, equipped with skills, knowledge and competences compliant with the demand for modern-style policing.

Therefore, the **general objective** of the Project is to foster a more effective, professional and accountable police service by reinforcing national capacities and structures to provide skills-based training of law enforcement professionals in Moldova, in line with international best practices.

This intervention will, to the extent possible, build on the development assistance previously provided through U.S. Government/INL-UNDP interventions in the field and will seek to further support the police reform in Moldova. The results and activities of the Project are designed to help the law enforcement system to advance the internal modernization efforts and strategic objectives, including mainstreaming and promotion of human rights and gender responsiveness.

The modernization of the police training system, targeted through this Project, should also lead to improved quality of police services in Moldova. As a result, the general trust to the police system shall increase. Taken together, these results can increase public confidence in and support for law enforcement and justice processes, enhancing system performance and, ultimately, the integrity of the law.

The project will be also implemented in a gender-sensitive way taking into consideration the different needs and opportunities of men and women. Efforts will be made to ensure that Project activities engage both men and women and reflect balance and inclusion.

This intervention will respond to one of the priority areas established within the United Nations Development Assistance Framework for the Republic of Moldova (2018-2022) (UNDAF)¹⁹, which highlights the need for continuous support in promoting democratic people-centered governance, justice, equality and human rights – Outcome 1: *The people of Moldova, in particular the most vulnerable, demand and benefit from democratic, transparent and accountable governance, gender-sensitive, human rights- and evidence-based public policies, equitable services, and efficient, effective and responsive public institutions.*

¹⁸ Daniel M. Blumberg, Michael D. Schlosser, Konstantinos Papazoglou, Sarah Creighton, Chief Chuck Kaye, *New Direction in Police Academy training: A Call to Action*, 2019,

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6950698/#B2-ijerph-16-04941>

¹⁹ <http://md.one.un.org/content/dam/unct/moldova/docs/pub/strateg/UNDAF%20Moldova%20EN.pdf>

In addition, the UNDP Country Programme Document for the Republic of Moldova (2018-2022)²⁰ is setting more details regarding the police development within the Output 1.4: *Women and men, including from minority and marginalized groups, are enjoying rule of law and protection of human rights ensured by inclusive institutions.*

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

The overall theory of change of the Project is that,

if

‘Stefan cel Mare’ Academy has enhanced training capacities and facilities to develop and deliver skills-based training for police professionals from Moldova underpinned by modern learning methodologies and advanced technologies,

then

men and women in Moldova will benefit from a more professional, effective, accountable, human-centered and gender-sensitive Police service,

because

premises for improved professionalism and performance of police officers and successful implementation of sector reform strategies will be created, contributing to ensuring the rule of law, enhanced public order and security and protection of human rights.

III. RESULTS AND PARTNERSHIPS

Expected Results

Capacities of the ‘Stefan cel Mare’ Academy to deliver modern and professional police training strengthened

Professional training of staff is an area of a particular importance for the successful implementation of police reform. The ‘Stefan cel Mare’ Academy is mandated to put in practice a new approach to police training following a modern training program, developed in line with international standards and best practices, focusing on developing operational skills, modern policing and management techniques, and mainstreaming the respect to human rights and gender equality. The ultimate goal of the new approach to professional training is to deliver knowledge and develop practical skills required for an efficient and modern policing activity.

Although the majority of an officer’s time spent on duty involves non-threatening duties such as responding to a traffic accident, it is necessary to prepare police officers for the worse-case scenarios. According to the International Association of Chiefs of Police (2001), police officers’ use of force rate

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

is just 3.61 per 10,000 service calls.²¹ However, in those rare situations in which an officer is called upon to use force, these learned skills and tactics become critical. Therefore, skills such as use of firearms and defensive tactics, compliant with human rights standards, should be developed to complete the professional police training.

This intervention will help the Academy to operationalize a competence-based training program in a modernized setting, focusing on three targeted areas: forensic and crime scene investigation, firearm use and shooting skills and defensive tactics. While seeking synergies with other development assistance provided in this field, the planned activities will focus on enhancing technical capabilities of the Academy to provide professional training in the key areas mentioned above, using upgraded facilities and advanced training gear.

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

1. Enhanced capacities for forensic and crime scene investigation training

The insufficient capacity of criminal investigation bodies, including lack of knowledge, skills and appropriate professional training and equipment, is one of the reasons for the inefficient investigation and prosecution of crimes.

The Police is the largest investigation authority within the criminal justice chain. Therefore, the forensic and crime scene examination capacities and skills play a crucial role in ensuring an efficient investigation of a crime. The first contact of a police officer with the forensic evidence and crime scene investigation occurs during the initial police training, conducted by the Academy (including by the Joint Law Enforcement Training Centre). However, its technical capabilities to ensure modern and tailored forensic training of police officers is limited due to the lack of properly organized spaces, simulation rooms/laboratories and appropriate equipment to foster an environment for immersive learning, and development and retention of practice-based skills.

The need for better forensic and crime scene investigation capacities to provide a response to organized crime and violent crime and to contribute to a higher sense of public security in the society has been emphasized by the Police Development Strategy for 2016-2020. The Strategy highlighted the modernization of forensic laboratories and professional training among the specific goals to be pursued to ensure a better investigation of crimes and to achieve a higher public trust in Police service. Furthermore, the 'Stefan cel Mare' Academy's Educational and Institutional Development Program for 2020-2022 pursues the medium-term objective (3.4) of transforming the Academy into a leading educational institution by modernizing the professional training infrastructure and capacities for skills-based instruction. The modernization of the multifunctional forensic laboratory is meant to enhance the forensic training at the level of the institution, in line with the Action 3.5.2 of the Academy's Action Plan for 2021.

Thus, well-established forensic training capabilities at the level of 'Stefan cel Mare' Academy, with modernized training infrastructure and high-performance equipment for crime scene investigation and evidence analysis, can be a game changer and substantially contribute to improving the quality of

²¹ International Association of Chiefs of Police, *Police Use of Force in America*, 2001, <https://www.ojp.gov/ncjrs/virtual-library/abstracts/police-use-force-america>

forensic evidence identified and collected by the police officers at the crime scene, that ultimately leads to dispensing justice.

Therefore, the interventions under this Project component will aim at enhancing the Academy's forensic training offer through an upgraded and modernized multifunctional forensic laboratory. The new training infrastructure will allow the students/police cadets and MIA personnel to explore, investigate and manage crime scenes in different set-ups (apartment, bar), as well as to learn and develop skills by using specialized equipment (video spectral comparator, forensic lights, digital forensic hardware and software, cyanoacrylate fuming chamber, etc) and tools (crime scene investigation kits, digital cameras, microscopes, etc.), relevant for conducting investigations in different forensic fields (handwriting, ballistics, digital forensics, fingerprints, examination of documents, drugs examination, etc.). In addition, appropriate conditions will be created to learn and practice procedural actions (interviews, line ups, searches, etc) the Police are conducting while carrying out a criminal investigation.

The Project will ensure synergies with the previous U.S. Government/UNDP support provided to strengthen the Police forensic capabilities and will build upon the Police Forensic Centre's knowledge and expertise to ensure a match between the forensic training of police officers and the practice on the ground.

2. Developed capabilities for a modernized firearm use and shooting skills training

In fulfilling their duties, frontline police officers encounter a wide range of behaviors, ranging from cooperative to resistant, to assaultive, to behavior that could cause grievous bodily harm or death. Therefore, the Police staff should be enabled through training in a suite of tactical options, ensuring that they are always prepared and able to respond appropriately in any situation. Firearm use is one of these tactical options and is a basic professional skill any police officer should master that could be applied as a last resort measure to maintain public safety and order without a prejudice to personal safety.

Firearm use and shooting training is organized by the 'Stefan cel Mare' Academy. The institution has a 55 meters long indoor shooting range that is in use since 1983. However, the shooting range is in a poor condition that decreases the quality of the training process, threatens the safety of the students/cadets, as well as does not comply with applicable environmental requirements; the electric/lighting, acoustic, and heating systems are outdated; the ventilation system is unable to prevent air contamination and has a limited air filtration and circulation capacity, while the bullet trap mechanism is worn. The shooting range lacks a shooting monitoring and control system, distraction lighting system and a fit for purpose target carrier system, that would allow to conveniently program different maneuvers and scenarios.

Through this intervention the Project intends to support the Academy in modernizing the indoor shooting range to foster a skills-based training in responsible firearm use for policing activity. Considering the complexity of this intervention and the scale of potential investments, the Project will employ a staged approach. The current stage of the Project will include a comprehensive feasibility study on modernizing the indoor shooting range. Building on the best regional practices and applicable safety and environmental requirements, the feasibility study will aim at assessing the level of interventions and the amount of investments required, paying due attention to the refurbishment of spaces, ensuring compliance with ballistic and soundproofing requirements, reengineering and

upgrade of utilities systems and networks, redesign and refurbishment of adjacent training/debriefing rooms and other relevant spaces, installation of audio, video, lighting systems and automatic target retrieval mechanisms, provision of weapon discharge system and other relevant equipment and gear used for qualification, training and practice purposes. The findings of the study will inform further decisions on supporting the MAI and the 'Stefan cel Mare' Academy in upgrading the firearm use and shooting training capabilities.

3. Strengthened capacities for defensive tactics training

Police come into contact with people in various volatile situations. These interactions can go from calm to violent within seconds. Therefore, the ability to protect oneself and others in a dangerous encounter with a violent subject is vital for any police officer who needs multiple tools to respond to varying levels of non-compliance. The 'Stefan cel Mare' Academy offers training that aims at increasing physical strength, resistance, reaction and agility of students/cadets as a response to threatening situations they may encounter throughout the service. However, it lacks the necessary infrastructure to provide an effective defensive tactics training – a modern, flexible and safe environment for practicing and honing this type of skills in a controlled setting.

The support under this component will help the MAI and the Academy to modernize the defensive tactics training by performing basic refurbishment of allocated training spaces, providing tactical equipment and training gear (removable matting system, obstacle course package and accessories) and enhancing the teaching abilities of Academy trainers (masterclasses, ToT-type of interventions) on less lethal use of force in public order operations. The upgraded facilities will be used for both qualification and in-service defensive and physical training of students/cadets and police officers, conducted in an organized and safe environment.

Resources Required to Achieve the Expected Results

The current timeframe for this intervention covers a period of two years, with an estimated budget of \$1,681,000 (a detailed breakdown of costs is presented in the attached Multi-Annual Work Plan). The main Project's Donor is the U.S. Government.

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

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

Partnerships

The Project will establish partnerships and will engage with the Ministry of Internal Affairs and the 'Stefan cel Mare' Academy of the Ministry of Internal Affairs of Moldova and the relevant subordinated institutions (Joint Law Enforcement Training Centre, Police Forensic Centre, etc.) for the achievement of objectives set and ensuring national ownership over and sustainability of the results achieved.

Coordination with projects and interventions in the sector, supported by other development partners (EU, Sweden, etc.), will be sought to ensure synergies in achieving sector wide transformation. Engagement with the UN specialized police division (UNPOL) can be further explored to capitalize on its practical experience and training capacities, to the extent relevant for the Project.

Risks and Assumptions

Risks have been identified as part of the formulation process and captured in the risk log, attached as Annex 1. The Project implementation shall span over a two years' period that might coincide with important events and reforms in the country, some of which can be anticipated and carefully factored into Project plans, while others will require the Project to adjust as unfolding.

The Project team will consider the specific circumstances (e.g., political context, Covid-related situation, regional humanitarian and security crisis, flow of refugees etc.) existing at the moment of implementation, and will plan and implement the activities with caution, including timing and feasibility. However, some risks generated by force majeure circumstances are difficult to estimate in terms of potential impact for a longer period. An example could be the substantial rise of prices for construction materials and works, generated by the security crisis in Ukraine. Currently, the market is extremely volatile and unpredictable. If the prices will increase more than current estimates, an adjustment of the budget might be necessary at the stage of implementation.

Throughout the implementation period, the Project shall maintain an apolitical focus, which ensures the possibility to continue the operation and interaction with all the stakeholders during and after the politically charged elections periods. The Project Risk Log shall be maintained throughout the Project implementation to capture potential risks and associated mitigation measures.

The Project results depend on the assumptions that:

- 1) There is a strong political will to further strengthen the law enforcement sector through enhanced professionalism, transparency, accountability and inclusiveness;
- 2) Implementing partners (MIA and 'Stefan cel Mare' Academy) have a strong ownership over the Project and effectively engage in its implementation and offer its time, staff and potentially financial (or in-kind) resources;
- 3) Project partners commit to sustain and further develop the results achieved with Project support;
- 4) A strong donors' coordination mechanism in the law enforcement sector is in place;
- 5) Project resources are sufficient to meet the identified needs and implement the activities agreed.

Stakeholder Engagement

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

The Ministry of Internal Affairs and 'Stefan cel Mare' Academy are the main stakeholders engaged in the Project implementation. They will act both, as core actors, contributing to the sustainable implementation of the project activities, as well as beneficiaries – reaping the benefits of achieved results.

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

South-South and Triangular Cooperation (SSC/TrC)

The Framework of operational guidelines on UN support to South-South and triangular cooperation defines South-South cooperation (SSC)²² to be “a process whereby two or more developing countries pursue their individual and/or shared national capacity development objectives through exchanges of knowledge, skills, resources and technical know-how, and through regional and interregional collective actions, including partnerships involving Governments, regional organizations, civil society, academia and the private sector, for their individual and/or mutual benefit within and across regions. South-South cooperation is not a substitute for, but rather a complement to, North-South cooperation”.

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

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

Knowledge

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

Sustainability and Scaling Up

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

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

- ***working through existing institutions and building proactive institutional partnerships*** – all project activities will be implemented with well-established partners (Ministry of Internal Affairs, ‘Stefan cel Mare’ Academy) whose institutional and professional capacities will be further

²² <https://digitallibrary.un.org/record/826679>

enhanced to improve the overall quality of work of involved institutions. The Project will ensure a full and active engagement of targeted stakeholders at all stages of project implementation, thus ensuring the transfer of relevant experience and good practices to beneficiary institution. The efforts to enhance institutional capacities of project beneficiaries will contribute to establishing stronger and human-centered law enforcement bodies in the long-run;

- ***fostering ownership and internalization of Project results*** – as the Project aims to invest into processes, hardware capacities, achieving compliance with international standards, institutional and professional capacity and changed behaviors, the investment will stay with the partner institutions and staff, as well as will be transformed into skills for more active sector-wide engagement. The Project will build capacities by implementing activities in a calibrated way, considering national capabilities for Project implementation and creating conditions for context-specific solutions to emerge, which can be shared, all increasing the sustainability of the Project interventions;
- ***gearing self-multiplication mechanism*** – the project will work to leave behind a core group of professionals who are well prepared to continue the work and ensure that results do not only hold up, but that additional progress is made. Hence, the project builds the multilateral capacity of stakeholders, so much so that the results will be fully produced by the beneficiaries rather than experts, transferring knowledge and skills rather than theories, and ensuring their buy-in and holding them accountable from the project onset. All trainings to be provided as part of this project will provide institutional knowledge for future interventions and will be accompanied by practical tools for replication (i.e. training toolkits, manuals) and lead to increased professionalism.

4. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The proposed strategy is expected to deliver maximum results while making the best use of available resources, offered by the U.S. Government. The Project will look for synergies with other projects in the democratic governance, justice and human rights fields (or beyond) that might allow for joint activities and for cost-sharing of the activities to achieve higher value for money. The Project will also use the corporate Long-Term Agreements with providers of computer hardware (HP or Dell), available to UNDP, to supply the beneficiaries with envisaged computer and server capabilities (where applicable). The Project will ensure sharing relevant expertise and implementing joint procurement with other UNDP projects.

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

Project Management

The implementation and monitoring of the project activities will be carried out by UNDP in accordance with its applicable regulations, rules, directives and procedures. UNDP Moldova will assume the overall management responsibility and accountability for project administration, including organizing implementation of Project activities, procurement of goods and services, recruitment of Project

personnel and national and international consultants, connecting to national and international expertise and knowledge networks, and the quality assurance, ensuring the timely and expedient implementation of Project activities, including the provision of continuous feedback and information sharing among stakeholders.

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

Support Services	Schedule for the Provision of the Support Services	Cost to UNDP of providing such Support Services	Amount and Method of Reimbursement of UNDP
Payments, disbursement and other financial transactions, including direct payments, budget revisions, etc.	As agreed in the Annual Workplan (AWP) from the inception to closure of the project	Cost-recovery based on UNDP Universal Price List and Local Price List ²³	Periodic billing based on actual staff costs and agreed percentage
Recruitment of staff, project personnel and consultants, including creation of vendors, selection and recruitment of I-PSA/N-PSA holders, personnel management services and banking administration, etc.			
Procurement of services and goods, including evaluation, proceeding through CAP, contracting, disposal and/or transfer of equipment and assets, customs clearance, etc.			
Travel support, including travel arrangements and authorization, ticket, visa and booking requests, F10 settlement, etc.			
Organization of conferences, workshops and trainings, etc.			
Communication support, ICT support, etc.			

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

²³ <https://popp.undp.org/SitePages/POPPSubject.aspx?SBJID=184&Menu=BusinessUnit>

Audit arrangements

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

The last audit of UNDP Moldova conducted by the UNDP Office of Audit and Investigations (OAI) in March-April 2018, covered the period 01 Jan 2017-31 Jan 2018. OAI assessed²⁴ the UNDP Moldova office as 'satisfactory' (the highest rating), which means "The assessed governance arrangements, risk management practices and controls were adequately established and functioning well. Issued identified by the audit, if any, are unlikely to affect the achievement of the objectives of the audited entity/area". Satisfactory performance was noted in the following relevant areas: governance, human resources management, procurement, financial resources management.

Financial management

Financial management of the project will be conducted under UNDP Financial Regulation and Rules (FRR). FRR are regulations that govern the financial management of the United Nations Development Programme and shall apply to all resources administered by UNDP and to all the Funds and Programmes administered by the Administrator. They ensure acceptable levels of controls, as well as separation of duties. The new FRR are issued effective 1 January 2012 and govern the broad financial management of UNDP and the funds administered by UNDP, including the budgeting and accounting of resources. They have been updated to reflect the adoption of IPSAS and its terminology; and the revised harmonized cost classifications of the Joint report of UNDP, UNFPA and UNICEF on the road map to an integrated budget. Financial reporting mechanisms for the Project will follow UNDP rules and procedures and will comply with the reporting requirements of the Donor.

Anti-corruption

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

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

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

²⁴ Audit of the UNDP Country Office in the Republic of Moldova, Report no. 1928 (23 May 2018), http://audit-public-disclosure.undp.org/view_audit_rpt_2.cfm?audit_id=1928

Intellectual property rights and use of logo

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

5. RESULTS FRAMEWORK

UNDAF 2018-2022 Outcome 1: The people of Moldova, in particular the most vulnerable, demand and benefit from democratic, transparent and accountable governance, gender-sensitive, human rights- and evidence-based public policies, equitable services, and efficient, effective and responsive public institutions				
Outcome 1 indicators as stated in the Country Programme Document 2018-2022, including baseline and targets:				
Indicator: % of people who trust in governance institutions (Parliament, Government, Justice) by sex and urban/rural status;				
Baseline (April 2016): Justice: total: 7.8%; Men/Women: 9.1%/6.7%; Urban/Rural: 7.5%/8.0%;				
Target (2022): Justice: total: 25%; Men/Women: 25%/25%; Urban/Rural: 25%/25%.				
Means of verification: Barometer of Public Opinion				
Applicable Output(s) from the UNDP Strategic Plan 2022-2025: 2.2 Civic space and access to justice expanded, racism and discrimination addressed, and rule of law, human rights and equity strengthened				
Project title and Atlas Project Number: Strengthening the Police Training Capacities the Republic of Moldova (Award 00111820, Output 0010632)				
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE	TARGETS
			Value (2021)	By the end of the Project
Output 1 Enhanced capacities for forensic and crime scene investigation training	1.1 Level of progress made in enhancing the conditions for conducting forensic and crime scene investigation practical training	<i>Project reports, external testimony</i>	<i>Outdated and dilapidated training premises and equipment</i>	<i>Premises and facilities for conducting practical training on crime scene investigation modernized and fully used by the Academy</i>
	1.2 Number (w/m) of newly recruited police trainees embarking on the crime scene	<i>Project reports, external testimony</i>	0	300 (including 20% women)

	investigation training using modernized facilities and gear			
	1.3 Percent of new students/cadets satisfied by the practical training conditions	<i>Project reports, external testimony</i>	<i>0</i>	<i>80</i>
Output 2 Developed capabilities for a modernized firearm use and shooting skills training	2.1 Level of progress made in completing the feasibility study for the modernization of the 'Stefan cel Mare' Academy's indoor shooting range.	<i>Project reports, external testimony</i>	<i>No feasibility study on the modernization of the 'Stefan cel Mare' Academy's indoor shooting range in place</i>	<i>Feasibility study on the modernization of the 'Stefan cel Mare' Academy's indoor shooting range completed</i>
Output 3 Strengthened capacities for defensive tactics training	3.1 Level of progress made in enhancing the conditions for conducting defensive tactics/less lethal use of force training	<i>Project reports, external testimony</i>	<i>Outdated and not fit-for-purpose training premises</i>	<i>Premises and facilities for conducting defensive tactics training renovated and endowed with training gear</i>
	3.2 Number (w/m) of police staff completing the defensive tactics/less lethal use of force training benefitting from modernized facilities and gear	<i>Project reports, external testimony</i>	<i>0</i>	<i>100 police staff (including 20% women) trained</i>

1. MONITORING AND EVALUATION

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

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

Monitoring Plan

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

	with UNDP's audit policy to manage financial risk.				
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team on the Project Reports and used to inform management decisions.	N/A	Project Management and Project Quality Assurance costs
Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	N/A	Project Management and Project Quality Assurance costs
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project Steering Committee and used to make course corrections.	N/A	Project Management, Project Quality Assurance and the Project Steering Committee meetings costs
Project Report	A progress report will be presented to the Project Steering Committee and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project	Annually, and at the end of the project (final report)	Project Reports will be drafted by the project management, reviewed for quality assurance purpose, presented to, discussed and voted by the project Steering	N/A	Project Management and Project Quality Assurance costs

	quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.		Committee, and used for project progress documentation and decision making.		
Project Review (Project Board)	The project's governance mechanism (project Steering Committee) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Steering Committee shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually, or more frequently if deemed necessary	Any quality concerns or slower than expected progress should be discussed by the project Steering Committee and management actions agreed to address the issues identified.	N/A	Project Management, Project Quality Assurance and Project Steering Committee meetings costs

Evaluation Plan

Evaluation Title	Partners (if joint)	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Programme Evaluation	N/A	N/A	N/A	N/A	N/A

VII. MULTI-YEAR WORK PLAN – ANNEX 1

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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

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

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

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

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

The Project Steering Committee shall tentatively include representatives of:

- Ministry of Internal Affairs (National Coordinator);
- Stefan cel Mare Academy of the Ministry of Internal Affairs;
- Joint Law Enforcement Training Centre/Stefan cel Mare Academy;
- General Police Inspectorate;
- Civil society organizations;
- UNDP;
- U.S. Embassy;
- Other multilateral or bilateral partners (EUD, Sweden, etc.).

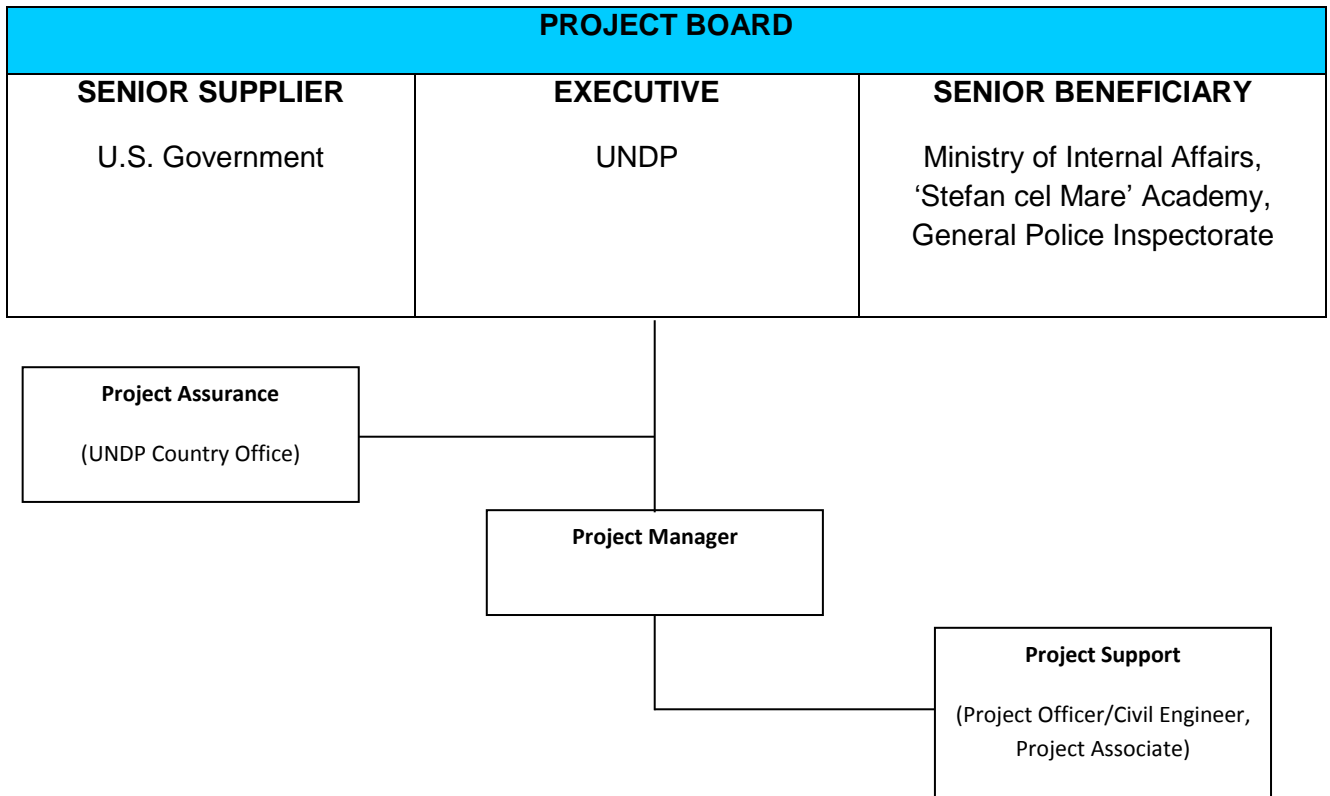
The effective and efficient implementation of all activities will be ensured through a Project Team that will be staffed in line with UNDP policies, rules and regulations. The Project Team will include:

- Project Manager – has the authority to run the Project on a day-to-day basis on behalf and within the limits laid down by the Project Steering Committee;
- Project Officer/Civil Engineer – will ensure the effective and efficient implementation of infrastructure interventions, planned by the Project;
- Project Associate – responsible for performing financial, administrative, procurement and other duties related to the implementation of Project activities.

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

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

UNDP will carry out monitoring and assessment of risks, as well as provide narrative and financial reporting to project donors on a regular basis as determined by specific agreements.



IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Republic of Moldova and UNDP, signed on 02 October 1992 and the Amendment of the same of 05 July 1997. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

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

X. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

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

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

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

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

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XI. Annexes

- 1. Multi-Year Activity Plan and Budget**
- 2. Project Quality Assurance Report – in UNDP on-line internal system**
- 3. Project's Social and Environmental Screening**
- 4. Risks Log**
- 5. Project Board Terms of Reference and TORs of key management positions**