



Project Document

Republic of Moldova

Project Title: Support Police Capacity Building in the Field of Public Order and Cybercrime in Moldova

Project Number: 01001842

Implementing Partner: General Police Inspectorate, Ministry of Internal Affairs

Start Date: 10 January 2024 **End Date:** 10 April 2025 **PAC Meeting date:** 22 December 2023

Brief Description
<p>The modernization of Police capabilities to maintain public order and combat cybercrime entails systemic interventions across the central and local levels. The success of this endeavor relies on specific enabling conditions, capacities and knowledge the national stakeholders are currently lacking. Thus, targeted assistance will be provided through this Project to support the national stakeholders in expanding the mobility, outreach, protection, monitoring/surveillance, investigative and computing capabilities of the institution along these two strategic directions of Police activity. This intervention is aligned to national priorities as described in the Home Affairs Development Strategy and the thematic programmes on Public Order and Security and Preventing and Combating Crime. The Project will engage in the practical implementation of priorities defined in the national policy documents. Therefore, the Project will strengthen institutional capacities, build knowledge, and deliver modern tools and equipment to enable an environment for nurturing next-generation police operations, supported by skills, knowledge and tools compliant with the demand for modern-style policing.</p>

<p>Contributing Outcome (UNSDCF/CPD): UNSDCF 2023-2027, Outcome 2 CPD 2023-2027, Output 2.2</p> <p>Indicative Outputs with gender marker: GEN1</p> <p>Management Arrangements: Support to National Implementation Mechanism (Support to NIM)</p>

Total resources required:	\$2,790,000	
Total resources allocated:	UNDP TRAC:	N/A
	Donor:	\$2,790,000
	Government:	N/A
	In-Kind:	N/A
Unfunded:		

Agreed by (signatures):

Ministry of Internal Affairs	UNDP Moldova
 Adrian Efros Minister	 Daniela Gasparikova Resident Representative
Date:	Date:

I. DEVELOPMENT CHALLENGE

An efficient, professional, and accountable law enforcement system is an important element for the sustainable development of the country. Acknowledging the importance of this sector, the Government of Moldova has committed to strengthen 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.

Nevertheless, external evaluations have indicated over the years to the need of more profound structural changes and reforms seeking to strengthen the capabilities of the law enforcement sector to deliver services to men and women in Moldova. The 2018 Association Implementation Report on Moldova¹ stated 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 Moldova² highlighted the need for robust progress on judicial reform, on compliance with the rule of law and democratic standards. Furthermore, the 2021 Report on Moldova³ linked the provision of EU support to satisfactory progress on reforms and the respect of rule of law, effective democratic mechanisms, and human rights.

On Moldova's European integration path, the importance of a strong and resilient law enforcement sector got a new connotation. Rule of law is a fundamental value on which the EU is founded. It is therefore essential that progress in this area is robust, tangible, and irreversible. Acknowledging the Moldovan government's strong commitment to deliver on its clear reform goals – including as regards law enforcement reform – to benefit the people of Moldova, the European Commission recommended⁴ in June 2022 granting Moldova the candidate status on the understanding that the country will “*strengthen the fight against organised crime, based on detailed threat assessments, increased cooperation with regional, EU and international partners and better coordination of law enforcement agencies*”.

Considering the above, the National Development Strategy “European Moldova 2030”, approved in November 2022,⁵ sets enhancing and promoting peace and security in the society as one of the key strategic development goals of the country. This strategic goal focuses on reducing all forms of violence, reducing the vulnerabilities to different type of threats, as well as on enhancing the security of critical systems and infrastructure. The achievement of these strategic objectives should be realized through a number of priority interventions, including building capacities for prompt and qualitative response of public order services to citizens' calls for public order and security, enhancing the sense of individual security, strengthening the capacities for fighting against crime and enhancing the protection of victims, enhancing community-police relations and others.

The war in Ukraine has brought additional challenges for the structural changes expected in the law enforcement area. The conflict has significantly increased the Republic of Moldova's levels of social and security fragility. The country's resilience is undermined by its precarious internal situation, limited

¹ *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

² *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

³ *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

⁴ *European Commission Opinion on the Republic of Moldova's application for membership of the European Union*, COM(2022) 406 final, 17 June 2022, <https://neighbourhood-enlargement.ec.europa.eu/system/files/2022-06/Republic%20of%20Moldova%20Opinion%20and%20Annex.pdf>

⁵ https://www.legis.md/cautare/getResults?doc_id=134582&lang=ro

institutional capacities and social divisions. The most immediate and visible consequence of the war is the refugee influx, which has placed state capacities under significant strain. The country has registered the highest number of refugees per capita from the Ukraine crisis, hosting approximately 100,000 refugees (nearly 4 % of its population). National and local public authorities quickly responded to the immediate needs of the refugees, but limited capacities are hindering how to further address the steady inflow of refugees from Ukraine and intensifying existing vulnerabilities and putting at risk major aspects of human security, including personal and community security.

The police services are on the frontline of the national response, being one of the first responders to various threats and needs in terms of community security. However, the unprecedented humanitarian crisis has revealed insufficient capabilities (limited mobility capacities, reduced outreach of police service to communities, insufficient and outdated protective equipment, limited capacities to monitor the roads, etc.) of the Police service for addressing emerging insecurities (increased social distancing and escalating tensions, low level of trust in authorities' coping capacities, permeability of borders and increased transborder crime, pervasive corruption, increased insecurity on roads, etc.). The current situation requires urgent interventions to help the Police to prepare for, respond to, and implement durable solutions to sustain community security and peaceful environments, at the same time reducing vulnerabilities to various threats. Therefore, enhancing Police's capabilities to react to various security-related calls and sustain public order and peaceful coexistence between various community groups is of utmost importance to ensure that human security is fulfilled.

At the same time, the advance of digital systems and solutions and heavy reliance on technologies in various domains pose a high risk of cybercrime. According to the World Economic Forum, widespread cybercrime and cyber insecurity are in the top 10 global risks over the short (2 years) and long-term (10 years) perspective.⁶

Of all the types of crime, cybercrime continues to increase at the fastest rate. An INTERPOL's assessment of the global cyberthreat landscape⁷ indicates that cybercriminals are developing and boosting their attacks at an alarming pace, exploiting the fear and uncertainty caused by the unstable social, economic and health situation around the world. Cybercrime is one of the most disruptive and economically damaging criminal activities. Not only does it cause substantial financial damages and pose a serious threat to society and the global economy, it also has indirect effects in undermining the public's confidence in digital transformation and overall trust in technology.⁸

The cybercrime threat landscape is quite diverse and dynamic. According to the most recent EUROPOL's Internet Organized Crime Threat Assessment (IOCTA),⁹ cybercrime is becoming more aggressive and confrontational. This can be seen across the various forms of cybercrime, including high-tech crimes, data breaches and sexual extortion. Criminals are increasing their operational security by hiding their online activity, using more secure communication channels and obfuscating the movement of illicit funds, abusing the end-to-end encrypted communication services, cryptocurrencies, anonymity services and other technologies. To combat the aforementioned advancing threats, law enforcement officers need timely access to data, investigation tools and knowledge making them capable of uncovering and disrupting criminal activity in the digital realm.

⁶ World Economic Forum, *The Global Risks Report 2023*, https://www3.weforum.org/docs/WEF_Global_Risks_Report_2023.pdf

⁷ INTERPOL, *INTERPOL report shows alarming rate of cyberattacks during COVID-19*, 4 August 2020, <https://www.interpol.int/News-and-Events/News/2020/INTERPOL-report-shows-alarming-rate-of-cyberattacks-during-COVID-19>

⁸ World Economic Forum, *Partnership against Cybercrime – Insight Report*, November 2020, https://www3.weforum.org/docs/WEF_Partnership_against_Cybercrime_report_2020.pdf

⁹ EUROPOL, *Internet Organized Crime Threat Assessment (IOCTA)*, 2021, https://www.europol.europa.eu/cms/sites/default/files/documents/internet_organised_crime_threat_assessment_iocta_2021.pdf

The situation in the Republic of Moldova follows the global trends both in terms of increasing numbers and diversity of cybercrimes and cyber-enabled crimes and the insufficient capacities of the law enforcement agencies needed to address these types of crime. Over 200 cybercrimes are registered and investigated yearly by the national Police, while in 20% of cases the perpetrators remain unidentified.¹⁰ Alarming trends are registered in cases of online child pornography, sexual exploitation and abuse. Child sexual abuse material is increasingly distributed through peer-to-peer (P2P) file sharing networks, messaging applications and cloud technologies. Cases of online grooming activities on social media are present, as well as online sexual harassment. The organized crime, drug trafficking, trafficking in human beings, smuggling, frauds and many other types of crime are extensively using digital tools and cutting-edge technologies for illegal purposes. Over 80% of crimes (as estimated by the Police) have a digital component, even if committed offline. A variety of data encryption solutions, ransomware affiliate programmes, cryptocurrencies, DarkWeb platforms, phishing and social engineering, business email compromise (BEC) and other methods, technologies and devices are used to commit cybercrime and cyber-enabled crimes.

To detect and prosecute these crimes, police officers must be equipped with knowledge and tools to detect suspicious online activity, track illegal cryptocurrency transactions, make sense of what they have found (data can be encrypted or must be interpreted in the context of other data), to retain the data and use it as electronic evidence in court. Therefore, strengthening police capabilities to conduct cybercrime investigations by providing relevant knowledge, software tools and expanding the computing power will streamline work processes and reduce the investigation time, contributing to combating organized crime and enhancing the sense of security in the society.

These development challenges resonate with the national home affairs strategic policy framework,¹¹ which is intended to build a modernized and resilient home affairs system by 2030, able to respond promptly and professionally to the needs of the people it serves. Thus, the priorities from the National Development Strategy are further transposed in the Home Affairs Development Strategy (2022-2030)¹² and six thematic programmes¹³ in this sector. Two thematic programmes (Public Order and Security and Preventing and Combating Crime) are of particular relevance for the current intervention, highlighting shortcomings and defining key interventions meant to enhance home affairs system's capabilities to maintain public order and ensure security for all, as well as deliver clear result when it comes to fighting crime, including cybercrime as a prime priority area.

The General Police Inspectorate (GPI) and its subdivisions are the key players in achieving the expected strategic results. GPI reports to the Ministry of Internal Affairs and is the primary law enforcement body, responsible for public order and security, road traffic, and criminal investigations. To date, the Police registers a higher trust of population (36%) in comparison to the Government (28%), the Parliament (24%) or the justice institutions (18%).¹⁴ The 2022 WJP Rule of Law Index¹⁵ shows an above the global (0.72) and regional (0.78) average score for Moldova (0.81) for Order and Security factors.

Considering the regional context and the effects of the war in Ukraine, as well as the national strategic development outlook, strengthening the capabilities of the law enforcement sector is a major priority

¹⁰ General Police Inspectorate of the Republic of Moldova, *Activity Report for 2022*, https://politia.md/sites/default/files/raport_activitate_12_luni_2022_.pdf

¹¹ <https://mai.gov.md/sites/default/files/QR%20Code/subiect-12-nu-484-mai-2022.pdf>

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

¹³ <https://mai.gov.md/ro/documente-de-politici>

¹⁴ Institute for Public Policies (IPP), *Barometer of Public Opinion (November 2022)*, <https://ipp.md/2022-12/prezentarea-rezultatelor-sondajului-sociologic-barometrul-opinieii-publice-noiembrie-2022/>

¹⁵ World Justice Project, *2022 Rule of Law Index – Moldova*, <https://worldjusticeproject.org/rule-of-law-index/country/2022/Moldova/Order%20and%20Security/>

for the Republic of Moldova, which has an overwhelming importance for the whole of society and is an essential condition for the development of a truly democratic society in which the rule of law and respect for human rights and freedoms are guaranteed supreme values.

II. STRATEGY

Proposed approach

The modernization of Police capabilities to maintain public order and combat cybercrime entails systemic interventions across the central and local levels. The success of this endeavor relies on specific enabling conditions, capacities and knowledge the national stakeholders are currently lacking. Thus, targeted assistance will be provided through this Project to support the national stakeholders in expanding the mobility, outreach, protection, monitoring/surveillance, investigative and computing capabilities of the institution along these two strategic directions of Police activity. This intervention is aligned to national priorities as described in the Home Affairs Development Strategy and the thematic programmes on Public Order and Security and Preventing and Combating Crime.

The Project will engage in the practical implementation of priorities defined in the national policy documents, aiming to further strengthen institutional and professional capacities of Police units and provide technical assistance in specific areas of intervention that are equally important for the steady progress of the Police modernization effort. Therefore, the Project will strengthen institutional capacities, build knowledge, and deliver modern tools and equipment to enable an environment for nurturing next-generation police operations, supported by skills, knowledge, and tools compliant with the demand for modern-style policing.

This intervention will, to the extent possible, build on the development assistance previously provided through INL-UNDP interventions in the law enforcement 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 achievement of strategic objectives set.

The support in modernizing Police capabilities to maintain public order and combat cybercrime, targeted through this Project, should also lead to improved internal efficiency and quality of policing 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 the transformation in the law enforcement sector, enhancing system performance and, ultimately, the integrity of the law.

The project will be also implemented in a gender-sensitive way taking into consideration, to the extent possible, 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.

Theory of Change

The **overall objective** of the Project is to strengthen the Police capabilities to maintain public order and combat cybercrime.

The overall theory of change of the Project is that,

if

the Police service has enhanced capabilities to respond to emerging security threats and maintain public order and combat cybercrime,

then

men and women in Moldova will benefit from a more professional, effective, and accountable Police service,

because

the Police service will be better equipped with tools and capacities to deliver on emerging security needs in line with the institution's mandate while enabling prerequisites for increased trust and support of Police in Moldova which will ensure rule of law and an increased sense of individual security and human rights protection.

Strategic framework

This intervention will respond to one of the priority areas established within the Republic of Moldova-United Nations Sustainable Development Cooperation Framework 2023-2027 (UNSDCF)¹⁶, which highlights the need for continuous support in promoting participatory and human rights-based governance, rule of law, peace and security, human rights, gender equality and non-discrimination – Outcome 2: *By 2027, more accountable and transparent human rights-based and gender-responsive governance empowers all people of Moldova to participate in and to contribute to development processes.* This is further supported and elaborated in the UNDP Country Programme Document for the Republic of Moldova (2023-2027)¹⁷ under the Output 2.2: *Rule of law institutions have strengthened capacities to protect human rights, expand access to justice and legal remedies to ensure social cohesion and security for all.*

Guided by the “leaving no one behind” principle, 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”, focusing particularly on targets 16.1 “Significantly reduce all forms of violence and related death rates everywhere” and 16.4 “By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime”.

The SDG target, addressed through this project, is important for the implementation of many other targets, such as target 5.1 (end gender discrimination), target 5.2 (end family violence), target 8.7 (eradicate work exploitation), target 8.8 (protect labour rights), target 10.2 (promote inclusion), target 10.3 (eliminate discriminatory practices), target 15.7 (end poaching), target 16.2 (end children abuse), target 16.3 (promote rule of law and ensure equal access to justice), target 16.5 (reduction of corruption), target 16.6 (open institutions), target 16.10 (access to public information).¹⁸

¹⁶ <https://moldova.un.org/en/209252-republic-moldova-united-nations-sustainable-development-cooperation-framework-2023-2027>

¹⁷ <https://www.undp.org/sites/g/files/zskqke326/files/2022-09/N2240592.pdf>

¹⁸ Adapting the 2030 Agenda on Sustainable Development to the Context of the Republic of Moldova, <https://moldova.un.org/en/23601-adaptation-agenda-2030-context-republic-moldova>

Furthermore, the proposed development intervention responds to the priorities established in the U.S. Mission’s Integrated Country Strategy for Moldova¹⁹ by contributing to the Mission Objective 3.2: “Law enforcement transformed and professionalized into a well-equipped and well-trained force”.

Comparative advantages

UNDP has relevant experience and expertise in engaging in this type of interventions. The productive previous experience of working with the Ministry of Internal Affairs and General Police Inspectorate since 2014, reaching positive and sustainable development results, demonstrates UNDP’s comparative advantage in institutional capacity building in support of structural reforms in the home affairs sector. Through its impartiality and commitment to the principle of long-term engagement, UNDP can help facilitate transition activities and is able to achieve sustainable results on the ground.

UNDP’s track record of delivering quality results through effective project management is well recognized. According to an EU Results-Oriented Monitoring report, UNDP’s logistical and management capacities are among its strongest assets. UNDP’s legal framework and capabilities in place in Moldova allows the organization to provide significantly better value for money, due to savings produced by efficient procurement mechanisms, low overhead costs, as well as tax exemption (e.g. VAT) for development activities.

Clear and transparent procurement procedures underpin UNDP’s capacities to engage in development interventions. UNDP has extensive experience and knowledge in delivering complex IT equipment and digital solutions, dealing with large infrastructure cases or providing high quality expertise and human capital. Considering the peculiarities of each case, specialized expertise is contracted to ensure the procurement and contract management processes (business analysis, definition of specifications, evaluation of offers, technical monitoring of contract execution, etc.) meet the needs and comply with the industry requirements.

III. RESULTS AND PARTNERSHIPS

Expected Results

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

1. Enhanced Police capacities to maintain public order and respond to emerging security threats

Police service is on the frontline of the community security response, being usually the first service called in a security-related emergency. The capacity of police service to react promptly to these calls is crucial for saving lives, preventing, and responding to crime or re-establishing public order. Despite the crucial role in ensuring community security and peaceful co-existence, the Police is facing a desolating situation of not being capable to respond to many public order incidents due to insufficient presence in the communities, low mobility capacities, lack of or outdated technologies, equipment and protective gear used for the policing activity at the community and regional levels. These gaps in delivering public order functions are observed by the communities and individuals, eroding the trust in Police’s capacities to serve and protect, as well as to cope with emerging security threats due to the unprecedented humanitarian crisis the country is facing.

¹⁹ https://www.state.gov/wp-content/uploads/2022/07/ICS_EUR_Moldova_Public.pdf

This intervention will help the General Police Inspectorate to enhance technical capabilities for fulfilling the public order and security mandate by providing the National Inspectorate for Public Security and police units in 10 districts across the country with modern tools and protective gear, introducing new service delivery models (mobile police stations), boosting the reaction and mobility capacities of police services, as well as equipping them with relevant instruments and devices for ensuring safety on roads, detecting crime and monitoring road traffic flows.

In particular, the Project will support the prompt deployment of police services (including in remote areas) by providing fit-for-purpose first-response police vehicles (heavy duty, retrofitted and equipped in line with the applicable requirements) to enhance the mobility and rapid response capacities to community calls, crisis situations or as part of the crime reaction efforts. To increase the outreach and the coverage of policing services, the project will support the introduction of the 'mobile police station' service delivery model by providing fit-for purpose police vehicles (retrofitted, furnished, and equipped to serve as a mobile office for three police staffers) and supporting the development of standard operating procedures, regulating this aspect of policing activity. Besides the standard police equipment and features, the vehicles to be provided will be equipped with GPS trackers to allow for quick localization and deployment of the police response team through the 112-emergency dispatch service.

Furthermore, the Project will support enhancing the individual/personal protection of police staff while performing public order and security functions by providing ballistic protective equipment/gear (bulletproof vests, ballistic helmets, etc.) complying with international standards (U.S. Department of Justice/NIJ Standard for law enforcement body armors, NIJ III/IIIA ballistic protection level). Gender particularities will be considered to ensure the usability of provided equipment by both men and women.

Finally, the Project will boost the crime prevention and response capacities of Police by modernizing the technologies used to patrol, surveille, and detect crime on national roads. The specialized equipment to be provided (night vision devices, metal detectors, handheld drug analyzers, alcohol breathalyzers, automated car plate readers, etc.) will support the front-line police officers to perform their duties, identify crime and perpetrators and deliver on the ensuring public order and security mandate.

The preliminary list and quantity of items to be provided with Project support has been defined in close collaboration with the General Police Inspectorate. The final list and quantity of items could be adjusted and/or extended depending on the availability of funds, as a result of procurement processes conducted by UNDP. The GPI will provide the necessary technical information, documentation, and configuration services (where appropriate) relevant for the purpose of the interventions described above. The GPI will also engage with relevant national stakeholders to ensure the necessary import permits are issued according to the applicable national norms and regulations. The GPI will undertake the registration of vehicles to be provided as part of the project activities. To support the sustainability of investments made, the GPI will undertake measures to ensure an appropriate maintenance budget.

2. Improved Police cybercrime response capabilities

Increasingly relying on technologies to manage various processes and interactions creates a more complex cyberthreat landscape and a growing number of critical failure points. While the use of various technologies can increase efficiency, quality and productivity, they also expose users to cyber insecurities and cybercrime.

To detect and prosecute cybercrime, police officers must be equipped with knowledge and tools to be able to detect, track, and investigate suspicious or illegal online activity. These intellectual and software capacities should be accompanied by a substantial computing power to be able to access, extract, analyze, share and use the data generated through criminal investigations and digital forensic examinations. The Police is examining thousands of devices containing terabytes of information and metadata in the framework of different criminal cases.²⁰ In conducting cybercrime investigations, the Police subdivisions act both as cyber data producers and consumers. Digital evidence and data are produced and delivered following digital forensic operations and examinations, while the criminal investigation units receive data as a final product and analyze it by accessing and sorting data as needed. Considering the reduced computing power these processes are consuming valuable time, postponing the delivery of justice.

Therefore, strengthening police capabilities to conduct cybercrime investigations by providing relevant knowledge, specialized software tools and expanding the computing power will streamline work processes and reduce the investigation time, contributing to combating organized crime and enhancing the sense of security in the society.

Through this Project component, the Police subdivisions (Police Forensic Centre, Cybercrime Investigation Unit, Trafficking in Human Beings Unit, etc.) will be assisted to deliver on the cybercrime response mandate, covering the needs of hardware products with optimal performance capabilities for the use of specialized software solutions. These solutions will enable criminal investigators to get, collect/analyze and report digital forensic evidence that will help building cases against criminals. At the same time, the IT investigative solutions will help collecting e-evidence such as dark web traces, cryptocurrency traces, browser history, etc., and will allow to analyze a large volume of information.

In order to make the most of the potential of the requested hardware and software tools for cybercrime investigations, the delivery of the products will be accompanied by providing tailored training and capacity building activities. Considering the extensive presence of various cyber/digital components across many groups of crime, dedicated training on cybercrime (fundamentals and advanced topics) for the Police criminal investigators (others than the cybercrime investigators) will be delivered to extend the understanding and knowledge on this matter. Engagements with specialized international organizations (e.g., Interpol, Europol) or with bilateral partners of Police will be sought to conceptualize and deliver the capacity building events, based on an initial training needs assessment.

The preliminary list and quantity of software and hardware solutions to be provided with Project support has been defined in close collaboration with the General Police Inspectorate. The final list and quantity of items could be adjusted and/or extended depending on the availability of funds, as a result of procurement processes conducted by UNDP. The GPI will provide the necessary technical information, documentation, and configuration services (where appropriate) relevant for the purpose of the interventions described above. To support the sustainability of investments made, the GPI will undertake measures to ensure an appropriate maintenance budget.

Resources Required to Achieve the Expected Results

The current timeframe for this intervention covers a period of 15 months, with an estimated budget of \$2,790,000 (a detailed breakdown of costs is presented in the attached Multi-Annual Work Plan). The main Project's Donor is the U.S. Government.

²⁰ For instance, 121 forensic examinations conducted by the Police Forensic Centre included 1,922 devices (from mobile devices and data storage devices to laptops, servers and virtual machines) containing over 243 TB of metadata.

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 Donor) and Project's quality assurance, as well as support to procurement processes, management of the Project budget and finance, human resources and administrative matters on a cost recovery basis.

Partnerships

The Project will establish partnerships and will engage with the Ministry of Internal Affairs and the General Police Inspectorate and the relevant subordinated institutions (National Inspectorate for Public Security, National Investigation Inspectorate, Police Forensic Centre, Cybercrime Investigation Unit, 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.

Risks and Assumptions

Risks have been identified as part of the formulation process and captured in the risk log, attached herewith as an Annex. The Project implementation shall span over a period of 15 months 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, regional humanitarian and security crisis, flow of refugees etc.) which will exist at the time 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 increase of lead times for the delivery of vehicles or hardware equipment, generated by the disruption of delivery chains due to 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. The Project team and beneficiaries acknowledge this and will undertake all possible actions to advance the implementation of project activities without undue delays.

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 and improve the quality of services delivered through enhanced professionalism, transparency, and accountability of policing activity;
- 2) Implementing partners (MIA and GPI) 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 the General Police Inspectorate 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)²¹ 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, training handouts, 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

²¹ <https://digitallibrary.un.org/record/826679>

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, General Police Inspectorate) whose institutional and professional capacities will be further enhanced to improve the overall quality of work of involved institutions. The Project will ensure a full and active engagement of targeted stakeholders at all stages of project implementation, 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 and software capacities, achieving compliance with international standards, professional capacity building, 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.

1. 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, to the extent possible, the corporate Long-Term Agreements with providers of computer hardware (HP or Dell), available to UNDP, to supply the beneficiaries with envisaged computing capabilities (where applicable). The Project will ensure sharing relevant expertise and implementing joint procurement with other UNDP projects, if relevant.

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 ²²	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.			

²² <https://popp.undp.org/SitePages/POPPSubject.aspx?SBJID=184&Menu=BusinessUnit>

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.

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 assessed²³ 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.

²³ 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

Anti-corruption

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

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

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

Intellectual property rights and use of logo

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

2. RESULTS FRAMEWORK

<p>UNDP Country Programme Document 2023-2027, Outcome 2: By 2027, more accountable, and transparent, human rights based and gender responsive governance empowers all people of Moldova to participate in and to contribute to development processes</p>
<p>Outcome 2 indicators as stated in the Country Programme Document 2023-2027, including baseline and targets:</p> <p>Indicator: % of people who trust governance institutions (Parliament, Government, Justice) by sex and urban/rural status</p> <p><i>Baseline (2021)</i></p> <ul style="list-style-type: none">- Parliament – Total: 15%; Men/Women: 14%/16%; Urban/Rural: 15%/15%;- Government – Total: 19%; Men/Women: 16%/21%; Urban/Rural: 18%/19%;- Justice – Total: 19%; Men/Women: 18%/19%; Urban/Rural: 20%/18%; <p><i>Target (2027)</i></p> <ul style="list-style-type: none">- Parliament – Total: 30%; Men/Women: 30%/30%; Urban/Rural: 30%/30%;- Government – Total: 30%; Men/Women: 30%/30%; Urban/Rural: 30%/30%;- Justice – Total: 30%; Men/Women: 30%/30%; Urban/Rural: 30%/30%; <p>Indicator: World Justice Project rule of law index (selected factors)</p> <p><i>Baseline (2021):</i></p> <ul style="list-style-type: none">- Overall score: 0.51- Absence of corruption: 0.36- Open government: 0.57- Order and security: 0.81 <p><i>Target (2027):</i></p> <ul style="list-style-type: none">- Overall score: 0.53- Absence of corruption: 0.40- Open government: 0.60- Order and security: 0.83 <p>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</p>

Project title and Project Number: Support Police Capacity Building in the Field of Public Order and Cybercrime in Moldova (01001842)

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS
			Value (2023)	By the end of the Project	
Output 1 Enhanced Police capacities to maintain public order and respond to emerging security threats	1.1 Number of population benefitting from Police capabilities modernized with project's support to maintain public order and respond to emerging threats	Project reports, external testimony	0	50,000	
	1.2 Number of mobile police stations fully operationalized (protocols, equipment, fit-for-purpose vehicles) to outreach people in remote areas with policing service	Project reports, external testimony	0	6	
	1.3 Number of police staffers equipped with project's support to perform public order functions in line with modern-style policing	Project reports, external testimony	0	400 (including 20% women)	
Output 2 Improved cybercrime response capabilities	2.1 Number of cybercrime and cyber-enabled crime investigations conducted using new hardware and software capabilities provided with project support	MIA reports	0	100	

	2.2 Number of police criminal investigators trained on cybercrime topics	Project reports, external testimony	0	80 police criminal investigators (including 20% women) trained
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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	

	<p>quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.</p>		<p>Committee, and used for project progress documentation and decision making.</p>	N/A	
<p>Project Review (Project Board)</p>	<p>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.</p>	<p>Annually, or more frequently if deemed necessary</p>	<p>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.</p>	N/A	<p>Project Management, Project Quality Assurance and Project Steering Committee meetings costs</p>

Evaluation Plan

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

VII. MULTI-YEAR WORK PLAN – ANNEX 1

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented under the Support to the National Implementation Modality (Support to NIM). This means that the Project beneficiaries (Ministry of Internal Affairs and General Police Inspectorate) will be responsible for the general decision-making and implementation of Project activities, while UNDP Country Office (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 General Police Inspectorate 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, in person or virtually/via email exchanges. 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. 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:

- General Police Inspectorate (National Coordinator);
- Ministry of Internal Affairs;
- U.S. Embassy/INL Section;
- UNDP;
- Civil society organizations;
- Other multilateral or bilateral partners (EUD, Sweden, etc.).

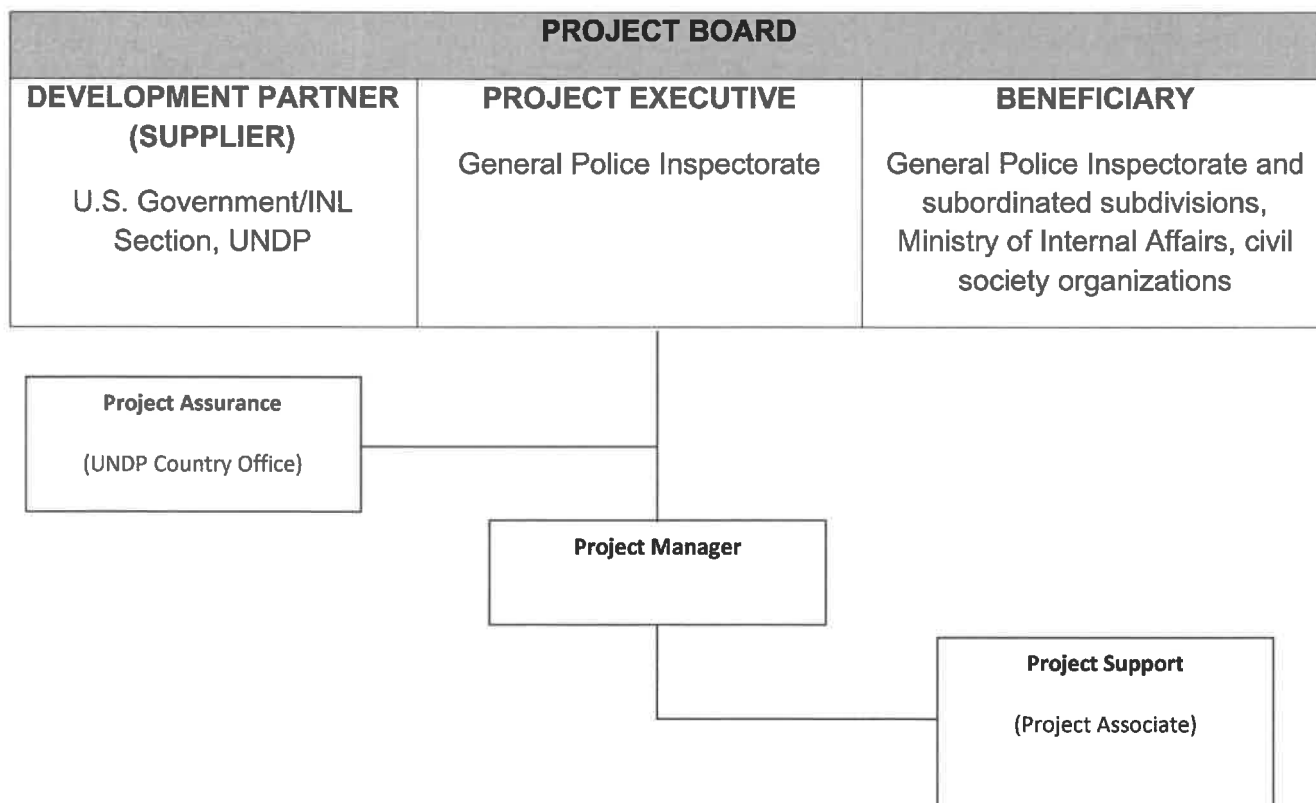
The effective and efficient implementation of all activities will be ensured through a Project Team that will be staffed in line with UNDP policies, rules and regulations. The Project Team will include:

- 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 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 United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>.
4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General’s Bulletin ST/SGB/2003/13 of 9 October 2003, concerning “Special measures for protection from sexual exploitation and sexual abuse” (“SEA”).
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment (“SH”). SH is defined as any

unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:
 - i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
 - iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
 - iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
 - b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
6. 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>).
 7. 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.

8. 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.
9. 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.
10. In the implementation of the activities under this Project Document, UNDP places reasonable reliance upon the Implementing Partner for it to apply its laws, regulations and processes, and applicable international laws regarding anti money laundering and countering the financing of terrorism, to ensure consistency with the principles of then in force the UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy.
11. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
12. 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.
13. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. 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.
14. 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 or other financial irregularities 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.

15. 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, corruption or other financial irregularity, 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.

16. 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.

17. 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.

18. 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 – in UNDP on-line internal system**
- 4. Risks Log**
- 5. Project Board Terms of Reference**

