



Project Document

United Nations Development Programme

Country: Republic of Moldova

“Support to Justice Sector Reform in Moldova”

**UNPF Outcome:** 1.2: Justice sector actors are better able to promote access to justice and uphold rule of law in compliance with international commitments;

**Expected UNPF Output(s):** 1.2.2 – Law enforcement authorities are better able to secure fundamental rights of all parties in criminal proceedings;  
1.2.4 – Police, prosecution, judiciary and health authorities better safeguard fundamental rights of person in detention.

**Expected Output(s):**  
**# 1:** Improved capacities of law enforcement bodies to manage data, to collect and administer criminal justice statistics;  
**# 2:** Strengthened individual and institutional capacities to prevent and fight torture and impunity;  
**# 3:** Strengthened professional capacities of the Department of Penitentiary Institutions in vocational training for juvenile prisoners;

**Executing Entities:** UNDP Moldova, UNICEF

**Implementing Agencies:** General Prosecutor`s Office, Department of Penitentiary Institutions

**Narrative**

The overall objective of the project is to strengthen and support the comprehensive efforts to reform the justice sector in the Republic of Moldova in order to increase the independence, accountability, impartiality, efficiency and transparency of justice system in line with the Justice Sector Reform Strategy (2011 – 2016) and its Action Plan. The project seeks to further strengthen the capacities of national stakeholders in the Justice Sector Reform Strategy implementation in specific areas with the focus on the tangible and visible results both for the target groups involved and the broader public. The project will also address activities that are equally important for a steady progress in the implementation of the reform, but had not received a relevant attention yet.

Programme Period: 2014  
 Country Programme Component:  
 Justice and Human Rights  
 Project Title: Support to Justice Sector Reform in  
 Moldova  
 Atlas Award ID: 00062264  
 Start date: January 2014  
 End Date December 2014  
 LPAC Meeting Date:

Total resources required	\$ 285,855.00
Total allocated resources:	
• Regular	
• Other:	
- Romanian Government	\$ 120,744.00
- GPO	\$ 165,111.00
Unfunded budget:	_____
In-kind Contributions: UNDP	\$ 22,710.00

Agreed by the General Prosecutor: \_\_\_\_\_ Corneliu Gurin

Agreed by the Director of the Department of Penitentiary Institutions: \_\_\_\_\_ Ana Dabija

Agreed by the UNDP Moldova Resident Representative: \_\_\_\_\_ Nicola Harrington-Buhay

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## I. SITUATION ANALYSIS

The justice system in Moldova is perceived to be weak by its citizens. The weakness in the justice system is partly due to reduced independence of the judiciary in practice, as well as to the reduced efficiency of courts, characterized by insufficient training and awareness in applying international and European law, inadequate skills, and insufficient self-regulating mechanism. There is also the reduced independence and capacities of pre-trial investigation and prosecution bodies, as well as other actors, including lawyers, bailiffs, probation officers, police and other security personnel, and poor adaptation to the needs and rights of children below the age of 18 in contact with the law. Major improvements are also required in coordination of the implementation and monitoring of the justice sector reform, setting up a more efficient legal aid mechanism and putting in place effective - institutional and procedural - tools for preventing and fighting corruption.<sup>1</sup>

Justice sector reform represents a major objective of the Moldovan Government, reflected prominently in the government programme "European Integration: Liberty, Democracy, Welfare" 2011–2014, as well as in Moldova 2020, EU-Moldova visa liberalization Action Plan, National Human Rights Action Plan 2011–2014, the Justice Sector Reform Strategy for 2011-2016, and other sector strategies.

The Justice Sector Reform Strategy for 2011-2016 (adopted in November 2011) (hereinafter, the Strategy) is the main comprehensive document dealing with justice reform, with the key objective of strengthening the independence, accountability, impartiality, efficiency and transparency of justice system. The Strategy is accompanied by an Action Plan (adopted in February 2012) which outlines strategic directions, actions to be carried out and preliminary implementation costs.

The term "justice sector" used throughout the Strategy refers to the institutions and structures that have the main or auxiliary contribution as regards the organization and execution of justice in the Republic of Moldova. Thus, the "justice sector" includes primarily the judiciary as well as the whole range of authorities and relationships between them that contribute to justice, namely prosecution bodies, justice sector related legal professions (lawyers, notaries, mediators, court enforcement officers, legal experts, police, managers of insolvency proceedings, translators/interpreters), the probation system, the system of enforcing court decisions, the prison system, Ministry of Justice, Ministry of Interior, Prosecutor General Office, Ombudsperson Office, and the Constitutional Court. The Strategy concerns administrative authorities, such as the Parliament, Government, Superior Council of Magistracy, to the extent that their activity is related to the adoption and implementation of laws relevant to the justice sector.

The reform of the justice sector was constantly in the attention of the State authorities. During the last years, a number of strategic documents have been adopted in this field: Strategy for strengthening the judicial system (2007), Strategy for the development of the enforcement system (2007), Concept paper on the reform of the penitentiary system (2003), Concept paper on financing of the judicial system (2010), Concept paper on the reform of the Ministry of Internal Affairs and its subordinated and decentralized units (2010), etc.

Although a number of crucial institutional changes have been made and the legal framework was amended, these changes did not increase the quality of activity of actors of this segment and did not result in ensuring a fair justice system, which is rendering qualitative, accessible, needs oriented services to the people.

Under these circumstances, the justice sector reform could not be undertaken in a fragmented way, for the reason that an efficient and effective justice implies an efficient and consistent

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<sup>1</sup> United Nations-Republic of Moldova Partnership Framework (2013-2017)

activity of a number of institutions, namely the judiciary, the prosecution service, the criminal investigation bodies, the Bar, the Constitutional Court, the notary, the enforcement system, the penitentiary system etc.

Against this background, UNDP developed and implemented so far under the Support to Justice Sector Reform framework a series of interventions focused on supporting the justice sector reform initiatives in Moldova, based on the needs of various actors in charge of particular chapters from the Strategy and beyond.

The Project Initiation Plan “Support to Justice Sector Reform in Moldova”, started in August 2011 and lasted till December 2012, was designed upon the request of the Government to enhance capacities of the Ministry of Justice to develop, coordinate, implement and monitor justice sector reform measures. Broad-based expertise was provided to the working groups responsible for the development of the Justice Sector Reform Strategy. Additional expert support was provided during the development of the Action Plan, as well as financial expertise to develop the budgetary framework to ensure synchronization between planned activities and the costs of implementation.

UNDP has successfully managed the EU High Level Policy Advise Mission (2010 – 2013) that provided strategic policy support to the elaboration and implementation of the Justice Sector Reform Strategy and related legal and policy acts through the EU High Level Advisers deployed to the Ministry of Justice, Ministry of Interior, Prosecutor General Office and the National Anticorruption Centre.

UNDP implemented also during 2011-2012 the Project “Strengthening the forensic examination of torture and other forms of ill-treatment in Moldova”, aiming at strengthening the forensic infrastructure, increasing fairness and accuracy within the justice system, improving the practice and use of the forensic services, as well as improving the quality of evidence presented in criminal trials in order to carry out prompt, thorough and independent investigations into allegations of torture and other forms of ill-treatment. Besides important institutional development activities, there was a complex capacity building component (covering a various range of actors) focused on documentation and investigation of torture allegations.

In 2012 UNDP provided development assistance for strengthening the Ombudsperson institution in terms of developing the Strategic Plan and Training Needs Assessment for staff, as well as for the comprehensive amendment of the legal framework related to the Ombudsman Institution and the National Torture Preventive Mechanism.

In 2012-2013 UNDP focused on expediting the achievement of MDGs in Moldova by mobilizing currently passive vulnerable youth around key social rights areas, including health, education, housing, social protection, work and employment in order to seek remedies in the national justice system and on strengthening the capacity of the National Legal Aid System Guaranteed by the State to provide free of charge legal services to the vulnerable groups of population.

The first years of implementation of the Strategy and Action Plan have shown that there are a number of challenges and problems caused by both objective and subjective circumstances: lack of capacities, shortage of material resources, shortage of skilled personnel, delays and inactions for these particular and other reasons, the resistance of justice sector actors to significant reforms in the field, etc.<sup>2</sup> A significant increase of the budget for the justice reform in 2013 (59.6% as compared to 2012) faced a reduced capacity to absorb the funds allocated for this purpose, primarily due to lack of adequate regulatory framework, unadjusted number of staff to the increased volume of activity, as well as the inability to rapidly adapt to the new conditions and work practices.

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<sup>2</sup> Ministry of Justice of the Republic of Moldova, *2012 Annual Report on the Implementation of the Justice Sector Reform Strategy for the years 2011-2016*, p.18.

Several donors are supporting the implementation of the Strategy. The EU became the main donor providing Euro 60 million in 2013 – 2016 for the Justice Sector Budget Support and for financing four technical assistance projects with the total budget of Euro 10 million. Other donors providing support for the implementation of the specific Strategy's Action Plan activities include U.S. Embassy, USAID, NORLAM, IOM, Soros Foundation Moldova, ABA/ROLI, UNICEF, UNHCR and EBRD. However, the resources allocated in the State budget and the donors' support are still not sufficient for the implementation of all the actions under the Strategy, while they are spread unevenly between activities.

In addition to this, despite a large interest in the Justice Sector Reform Strategy from the part of various actors and continuing support to the Government for the Strategy's implementation, the pace of reforms is lower than it is expected. According to the independent monitoring,<sup>3</sup> only 60% of the activities planned for 2013 were implemented by the end of September 2013.

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## **II. SCOPE AND STRATEGY**

Ensuring access to a fair justice system is at the core of UN mandate. The United Nations-Republic of Moldova Partnership Framework (2013-2017) (UNPF) highlights the need for continuous support in promoting democratic governance, justice, equality and human rights, with a particular focus on justice reform in the Outcome 1.2: *Justice sector actors are better able to promote access to justice and uphold rule of law in compliance with international commitments*. Thus, the project is in line with the UNPF objectives and will contribute to the achievement of the planned results within the current cycle of the UN – Republic of Moldova cooperation.

Justice sector reform is one the most complicated and strategic reforms for the Republic of Moldova, and the fulfilment of key Government's objectives on the European integration are heavily depending on the success of this reform. Therefore the project will continue to support national stakeholders in their Justice Sector Reform Strategy implementation and in strengthening their capacities, as well as to ensure that the reforms are on track and the resources are used efficiently. In this respect the project will shift from policy and legislative formulation to focusing on the practical implementation of the reform with the tangible and visible results both for the target groups involved and the broader public. The project will also address activities that are equally important for a steady progress in the implementation of the reform, but had not received a relevant attention yet.

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## **III. PROJECT SUMMARY BUDGET**

The current timeframe for this project covers the period January-December 2014, with an estimated budget for 2014 of \$ 285,855.00. The funding is provided by the General Prosecutor's Office of Moldova (project component 1 and 2), and by the Romanian Government (project component 3). During the project implementation other potential donors will be identified and proposed to support other initiatives emerging in the context of justice sector reform implementation.

In addition to the above estimated budget, UNDP Moldova will make in-kind contribution to the project. The in-kind contribution will consist of covering part of the direct implementation costs, provision of the car and part of the car maintenance costs, covering office renting, utilities and

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<sup>3</sup> Promo-LEX, AGER, *Trimestral Report no.3 on the Monitoring of the Justice Sector Reform Strategy Implementation*, 2013, p. 7: [http://www.promolex.md/upload/publications/ro/doc\\_1384528913.pdf](http://www.promolex.md/upload/publications/ro/doc_1384528913.pdf)

maintenance, provision of office equipment and covering office communication costs. Overall UNDP Moldova in-kind contribution is estimated in the amount of \$ 22,710.00.

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## **IV. PROJECT COMPONENTS AND ACTIVITIES**

The overall objective of the project is to strengthen and support the comprehensive efforts to reform the justice sector in the Republic of Moldova achieving the independence, accountability, impartiality, efficiency and transparency of justice system in line with the Justice Sector Reform Strategy (2011 – 2016) and its Action Plan. The project seeks to further strengthen the capacities of national stakeholders in the Justice Sector Reform Strategy implementation in specific areas with the focus on the tangible and visible results both for the target groups involved and the broader public. The project will also address activities that are equally important for a steady progress in the implementation of the reform, but had not received a relevant attention yet. The proposed overall objective will be achieved by implementing the following project components:

### **1. Improving the capacities of law enforcement bodies to manage data, to collect and administer the criminal justice statistics**

Current systems of the criminal statistical data collection are out-dated and inefficient: every criminal investigation body collects its own criminal justice statistics, while the possibilities for interface and exchange of the data are very limited. Due to this the statistical data on the same indicator may not be the same in case of different criminal investigation bodies. Potential of the existing systems for the analysis of the collected data to identify trends and potential solutions for preventing, but not only for reacting to criminal activities is extremely low.

To address this particular deficiency the Justice Sector Reform Strategy indicates a number of activities meant to change the current situation, including: standardising the procedures for collecting and analysing statistical data related to the criminal justice; modernizing the statistical data collection; implementing a functional electronic system of keeping record of offenses; training of actors of the interlocutory phase in order to use electronic systems. In this respect, activities under this component will contribute to the implementation of the following action under the Justice Sector Reform Strategy's Action Plan: 2.4.1.1 – Developing the automated information system for recording offenses "Register of forensic and criminological information". The General Prosecutor's Office will be the main partner for and beneficiary of this activity.<sup>4</sup>

The activities under this component will focus on:

#### *1.1 Developing the e-system for the registration, record keeping and management of crime related data*

The activity will particularly target the development of electronic tools for the registration, record keeping and management of crime related data to ensure a unified approach of all criminal justice actors to criminal justice statistics and exclude the duplication, overlapping or circulation and use of divergent data. The activities are commissioned by the General Prosecutor's Office, but all criminal investigation bodies will benefit from the developed and implemented e-system.

The activity envisages a number of sub-activities: developing technical specifications for the e-system to correspond to the applicable legal norms and standards concerning the protection of personal data; organizing a competitive process for selecting a supplier to develop and deliver the e-system; exposing to the experience of the prosecution service from other country on the use of e-systems and tools in their daily work; providing in-house training for the e-system

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<sup>4</sup> [http://justice.gov.md/public/files/file/reforma\\_sectorul\\_justitiei/srsj\\_pa\\_srsj/PA\\_SRSJ\\_adoptaten.pdf](http://justice.gov.md/public/files/file/reforma_sectorul_justitiei/srsj_pa_srsj/PA_SRSJ_adoptaten.pdf)

operators, as well as ensuring interconnectivity with other related databases and software instruments available to the law enforcement bodies.

## **2. Strengthening the individual and institutional capacities to prevent and fight torture and impunity**

All forms of torture or other ill-treatment are unequivocally prohibited under international human rights law. Moldova is a party to the main treaties including the UN Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (Convention against Torture) including the Optional Protocol to the Convention against Torture (OPCAT), International Covenant on Civil and Political Rights (ICCPR), European Convention for the Protection of Human Rights and Fundamental Freedoms (ECHR), European Convention for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment (CPT), as well as other relevant instruments.

However, concerns related to torture and other forms of ill-treatment in detention in Moldova are long-standing and have been the subject of extensive scrutiny by international and European human rights monitoring bodies. Therefore, it is essential for the authorities to ensure that all instances of abuse of trust or ill-treatment by law enforcement officials are firmly condemned, adequately investigated and sanctioned by the competent authorities, in order to prevent recurrence and enhance the key role played by law enforcement authorities in safeguarding the rule of law. Measures in this context should include a policy, adhered to by all law enforcement authorities, of zero-tolerance towards serious human rights violations, the introduction of anti-corruption policies and the establishment or reinforcement of appropriate training and control mechanisms.<sup>5</sup>

Excessive use of force and ill-treatment by members of law-enforcement agencies, especially during initial stages of criminal proceedings and deprivation of liberty, is one of the most serious cross-cutting issues, undermining proper administration of justice and the rule of law. A number of steps have been undertaken in this direction, but the problem was not still tackled with sufficient consistency and comprehensiveness. Among the causes of this situation may be mentioned<sup>6</sup>:

- lack of truly independent body to deal with police violence and abuse;
- inconsistent legislative framework, including substantive criminal legislation, to ensure effective prevention of ill-treatment;
- out-dated performance indicator system in the police, law enforcement, investigative, prosecution and judicial sub-sectors;
- over-reliance on confessions as key evidence; formalistic approach of the courts in admitting forced or doubtful confessions as inculpatory evidence;
- insufficient capacity of the authorities in dealing with the relevant complaints (PGO, MOI, among others), including lack of skills, competences, training, methodology and leadership capabilities at institutional and individual levels;
- not recorded arrest and detention; lack of standardised registration and documentation concerning arrest and detention.

The Justice Sector Reform Strategy pays particular attention to justice and human rights issues (Pillar 6) with a specific focus on preventing torture and impunity (intervention area 6.4). In this context, the Strategy proposes, *inter alia*, to develop and strengthen the individual and institutional capacities to prevent torture and combat impunity for the acts of ill-treatment

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<sup>5</sup> Report by Nils Muiznieks, Commissioner for Human Rights of the Council of Europe (Following his visit to the Republic of Moldova from 4 to 7 March 2013), par. 56.

<sup>6</sup> Dovydas Vitkauskas, Stanislav Pavlovschi, Eric Svanidze, *Assessment of the Justice Sector in Moldova*, September 2011, par. 210.

through capacity building activities for the staff of the detention facilities, as well as by creating standardised e-system for the registration and documentation of cases of apprehension, arrest and detention. This project component is designed to respond to these particular needs and to contribute to the implementation of the following actions under the Justice Sector Reform Strategy's Action Plan: 6.4.4.3 - Develop and implement the electronic system of registration of cases of retention, arrest and detention; 6.4.3.5 - Training employees of the institutions that provide detention of persons in preventing and combating torture and ill-treatment.<sup>7</sup>

The activities under this component will focus on:

#### *2.1 Developing the e-system for the registration and documentation of cases of apprehension, arrest and detention*

The activity will particularly target the development of electronic tools for the registration and documentation of cases of apprehension, arrest and detention to ensure that the proper registration and tracking of individuals is possible and that there are no cases of unlawful detention. The e-system for the registration and documentation of cases of apprehension, arrest and detention is a part of the e-system for the registration, record keeping and management of crime related data, foreseen at activity 1.1 above.

The activity envisages a number of sub-activities: developing technical specifications for the e-system to correspond to the applicable legal norms and standards concerning the protection of personal data; organizing a competitive process for selecting a supplier to develop and deliver the e-system; providing in-house training for the e-system operators, as well as ensuring interconnectivity with other related databases and software instruments available to the law enforcement bodies.

#### *2.2 Enhancing the individual capacities of detention facilities' staff in preventing torture*

Low level of professional knowledge and capacities is recognized as one of the reasons why torture and other forms of ill-treatment happen. A number of professional groups have their roles in preventing, identifying and investigating torture. This activity will aim at strengthening the professional capacities of detention facilities staff to respond to torture allegations and to prevent this kind of situations. The training activities will also capitalize on the findings of the training needs assessment on documentation and investigation of torture cases, conducted within the Forensic Project. A training plan and module-based programme on torture prevention standards shall be designed, covering inter alia international and national legal instruments, human rights standards on prohibition of torture, responsibilities for documentation of torture cases and preliminary investigation, psychological aspects of torture. It will be further ensured that the Istanbul Protocol of 1999 (Manual on the Effective Investigation and Documentation of Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment) becomes an integral part of the training programme.

### **3. Strengthening juvenile prisoners' vocational training for their re-socialisation and employment after their release**

The long period of transition led to a decreased social solidarity and change of values system, increase of poverty, increase of the number of vulnerable families, diminished community control on children, massive emigration, lack of parental guidance and support for children, and increased number of abandoned children. These phenomena lead to school absenteeism and dropout. All these problems are contributing to increased juvenile delinquency. Out of the total number of juveniles who committed crimes in 2010, 85.7% were not enrolled in school. The lack

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<sup>7</sup> [http://justice.gov.md/public/files/file/reforma\\_sectorul\\_justitiei/srsj\\_pa\\_srsj/PA\\_SRSJ\\_adoptaten.pdf](http://justice.gov.md/public/files/file/reforma_sectorul_justitiei/srsj_pa_srsj/PA_SRSJ_adoptaten.pdf)

of qualitative professional training decreases the juveniles and youngsters' employment opportunities.

In 2011, in total 1448 crimes committed by juveniles were registered, of which 181 – committed by juvenile reoffenders, 225 - committed in groups of teenagers, 33 - committed under the influence of alcohol. A large number of juveniles are convicted for committing serious and exceptionally serious crimes, 15% of the total number of minors convicted in 2011 committed such crimes as murder and rape. These figures reflect the fact that juveniles come into prison with a set of acquired problems. Once imprisoned, under stressful conditions, problems can escalate if nothing is done promptly and appropriately.

In addition, following the release, youngsters are often facing many problems which they are not adequately prepared to cope with. Their stay in prison is depriving them not only from healthy and positive socialization, but also contributing to the formation of anti-social and destructive attitudes and habits, both for themselves and for others. The incarceration and stigmatization experience makes them (feel) marginalized, depressed, anxious, angry, etc. The unemployment rate among people aged 15-29 years is 16.5%, 1.8 times higher than the overall unemployment rate (9.1%). Given the rather high degree of stigmatization and marginalization of former prisoners in the society, a high unemployment rate (20%) among youngsters released from prison can be estimated.

The fact that 30% of the convicted juveniles have attended school before detention only to 4th grade and 35% - to 6th grade, is a serious problem. Therefore, schooling, including literacy is the main re-socialisation measure and secondary vocational and general specialized education has a key role in ensuring competitiveness of these youngsters on the labour market.

Lack of vocational workshops in Prison no. 10 Goian seriously affects the juveniles' chances for successful reintegration into society, their employment opportunities are hindered by the lack of a profession or practical skills. At the same time, the insufficient number of specially trained staff to organize socio-educational activities and correctional programs leads to exploitation of the educational staff (social assistants and the psychologist) and simultaneously increase inmates' unoccupied leisure hours. Moreover, the absence of daily meaningful occupations for all juveniles determines them to commit more disciplinary violations and renders the re-socialisation process more difficult.

It is known that the risk of re-offending is influenced by both personal-psychological and social factors. Therefore, this risk will increase if the staff persons do not manage to change the juvenile's mentality and attitude while executing the sentence and if the juvenile will not find a place to work or study immediately after release.

The goal of this component is to contribute to the rehabilitation of juvenile detainees and to their successful re-integration in the society by using pro-active intervention methods and occupational therapy. In order to achieve this goal the intervention will focus on the, firstly, building the professional capacities of the Goian Prison for juveniles staff who is interacting with juveniles, and secondly, providing access to qualitative vocational training for all juveniles detained. All these in complex will ensure an efficient use of the time spent in prison and higher chances for re-socialisation and employment of juvenile prisoners after their release.

The project component will contribute to the achievement of the number of specific interventions under the Justice Sector Reform Strategy, including ensuring the respect of the rights of the imprisoned children; provision of educational, occupational and other social activities for detainees; ensuring the specialization of the justice sector actors while working with children, as well as the development and implementation of rehabilitation and social integration policies and supporting cognitive-behavioural programs for prisoners. Activities under this component will also contribute to the implementation of the following actions under the Justice Sector Reform Strategy's Action Plan: 6.3.1.2 – Assessing training needs of persons working with children in



contact with the justice system, modification and / or development of training programs for them; 6.3.1.3 - Organizing initial and / or continuous training courses for persons who work with children in contact with the justice system; 6.3.4.4 - Optimizing the educational staff, including the psychologists one, in the penitentiary institutions having children in custody; 6.3.4.6 - Development and implementation of general education and vocational programs for children in detention.<sup>8</sup>

The project component [3](#) will be implemented by UNDP and UNICEF, the latter contributing to the capacity development activities for the staff of the institution. The activities will be complemented by a parallel project implemented by the Norwegian Mission of Rule of Law Advisers to Moldova (NORLAM), which has initiated in partnership with DPI the project „Creating a model prison for juveniles according to European standards” (2012-2014) and by the support from the Development Services Foundation from Liechtenstein (LED) in Moldova. The Department of Penitentiary Institutions will be the main partner for and beneficiary of this activity.

The activities under this component will focus on:

### *3.1 Capacity building of the personnel for applying modern European practices of working with juvenile delinquents*

The interconnection of factors impeding the child's chances of rehabilitation is complex. Only the joint efforts and coordination of activities by all actors in this sector creates a fertile ground for social adaptation of juveniles. Vocational activities and correctional programs will contribute to making a meaningful use of free time and determine the juveniles to give up negative, bad and illegal thoughts and actions. A good vocational training system will enable the juveniles to better adapt to the new labour market conditions, and thus will increase the chances of go back to an honest way of life. The intervention will focus on the increasing knowledge, developing skills and raising professional capacities of the staff of Goian Prison for juveniles, who is interacting with juveniles.

UNDP, UNICEF and partners will implement the following activities:

- Assess the training needs of staff in correlation with the requirements set in international conventions and instruments:
  - Department of Penitentiary Institutions (DPI) will do the assessment on the basis of a questionnaire<sup>9</sup>, but also after visits/ inspections undertaken to assess the implementation of case management methodology;
  - Department of Penitentiary Institutions, Prison Training Center, NORLAM and UNICEF, in cooperation with the Department of Social Work of the State University, Pedagogical University "Ion Creanga", Institute of Criminology at the MIA, and other interested partners, will revise and up-date the Curriculum for Continuous Education for the Prison staff developed by UNICEF and the Prison Training Center to include separate hours for Motivational Interviewing designed for prison staff working with minors, in pre- and post-trial detention.
- Training on Motivational Interviewing of all employees performing correctional work:
  - Introductory Course of one week in Motivational Interview for a mixed group (security service / procedure, the educational) 10 prison employees Goian conducted by local trainers who were trained by Romanian expert Mihai Corceova in 2012;

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<sup>8</sup> [http://justice.gov.md/public/files/file/reforma\\_sectorul\\_justitiei/srsj\\_pa\\_srsj/PA\\_SRSJ\\_adoptaten.pdf](http://justice.gov.md/public/files/file/reforma_sectorul_justitiei/srsj_pa_srsj/PA_SRSJ_adoptaten.pdf)

<sup>9</sup> The themes and content of the training will be adjusted depending on the results of this evaluation.

- Introductory Course of one week in Motivational Interview for another mixed group of 10 employees from Goian, at least one employee from each pre-trial detention centre, as well as a group of probation counsellors, conducted by the same local trainers mentioned in 1.2.1;
  - Supervision by an expert from Romania in Motivational Interviewing, 2 days for each of the abovementioned groups followed by a joint evaluation day (2 +2 +1 = 5 days), assessment of both groups and certification of participants who have passed the test, selecting a resource group of five best participants to be involved in future training;
  - The resource group created will provide trainings for other employees, including in pre-trial detention centres, and probation workers (according to a flexible schedule) with supervision and coaching from the local trainers/experts NORLAM.
- Exchange of experience with Romanian Prison Administration by organizing two study visits for 3 days in Romania:
    - Study visit in Romania for the prison administration, 7-10 persons. The study visit will include meetings with the prison for juveniles in Bacau - 1 day, visiting juvenile correctional center in Tirgul Ocna - 1 day, visiting a probation office in Romania - 1 day;
    - Study visit to Romania for employees directly involved in working with minors, which will include visits to institutions referred above;
    - Participants in the two study visits will list up the good practices identified and measures proposed for implementation through a report to the DPI, UNDP, UNICEF, NORLAM, no later than 30 days after the visit. The manner of implementing the identified practices will be documented in the monthly reporting.
  - Training on a cognitive program for anger management/violence reduction:
    - Two-week training course conducted by an expert from Romania on issues such as non-violent communication, stress management, anger management, alternatives to violence, etc., for a group of 5 prison employees from Goian Prison, and one group of 5 probation counsellors, who will follow-up juveniles released on parole;
    - Piloting a cognitive or behavioural correction program for a distinct group of inmates who have aggressive behaviour, for 6 months, by 1-2 of the employees trained in this topic;
    - Follow-up seminar by the Romanian expert mentioned above in order to assess the results of the cognitive or behavioural correction program and move to a more advanced stage. Upon successful results, the correction programmes will be adjusted in order to be applied in pre-trial detention or in probation. The Central Probation Office should be consulted on these programmes. These programmes will be offered to train other counsellors working with minors on probation.

### *3.2 Providing meaningful occupations for juveniles by creating a vocation training centre*

The second cluster of activities deals with the renovation and equipping of four rooms for technical and vocational training and occupations, including wood carving workshop, carpentry, workshop on making clothes and/or footwear, pottery and ceramics, free premises available for any eventual occupational and creative activities (hand-made products, painting, origami, auto mechanic etc). These professions have been chosen due to the fact that they top the list of job vacancies.

Establishment of this educational and vocational centre will stimulate the creative potential of juveniles including by means of implementation of the Art Therapy Concepts and occupational therapy and will provide optimal conditions for making the study process more efficient and motivating teachers to work in the prison. Thus, the negative impact of prison environment on the juvenile inmates will be decreased.

The following activities will be implemented:

- Renovation of the rooms for vocational education and vocational workshops (4 workshops):
  - Drafting the technical proposal on needed works. An external expert (architect) will be hired as construction supervisor and will estimate works needed for the renovation of the rooms for vocational education and vocational workshops in terms of time and value. His/her estimation, described in an evaluation document will be presented to the UNDP and DPI in order to agree on necessary works within the given budget. The architect will be expected to deliver the services described above in one calendar month period;
  - Describing technical specificities. Once agreement on tasks and responsibilities for the renovation is made, the architect will be approached to prepare the blueprints for the renovation including General construction works (consolidation of the walls, doors and windows, ceilings, floors. etc), installation work of electricity distribution cables, installing receptacles (sockets, lighting, switches, breaker, etc.), installing the water pipes, sewage, heating; rehabilitation of the roof, creating a ventilation system; construction work related evacuation of water from precipitations, and technical description for realisation of the renovation. Again the architect will be expected to deliver the services described above in one calendar month period;
  - Competitive negotiated procedure for the necessary services. The technical description will be used as the main referential material for a competitive negotiated procedure. The bids will be gathered and the best value for money option selected. With the chosen company a contract will be concluded setting works to be performed, timeframe, price and fines in case the work is not delivered in appropriate quality or if the deadline is not kept;
  - Performing renovation. The chosen construction company will perform the works. The architect/construction supervisor will visit regularly (at least twice a month) the construction site and keep records of works performed, material used (quantity and quality), problems which occurred for further comparison with the invoice.
- Providing equipment, tools for the vocational workshops and training of minors:
  - Purchase of machinery, tools, utensils and raw materials needed to initiate vocational occupation (practical work);
  - Professional training in tailoring, craftsmen, pottery, ceramics.

These two clusters of activities will lead to the creation of an active and positive environment offering continuous interaction between the specialists, families and community, which will facilitate the gradual adjustment to the life outside the prison walls. Involvement of juveniles in an intense program will allow making a more efficient use of time spent in detention, will contribute to the achievement of the purpose of punishment and to the decrease of the risk of re-offense.

## V. RESULTS AND RESOURCES FRAMEWORK

**UNPF Outcome:** Outcome 1.2 - Justice: Justice sector actors are better able to promote access to justice and uphold rule of law in compliance with international commitments

**Related CPD Output:** Develop capacity and provide advice for observance of human rights in legal practice/policies, access to/execution of justice.

**Intended Project Output:** Strengthening capacities of national stakeholders in the Justice Sector Reform Strategy implementation with the focus on the tangible and visible results in specific areas

**Project title and ID (ATLAS Award ID):** 00062264, Support to Justice Sector Reform in Moldova Project

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1:</b> Improved capacities of law enforcement bodies to collect and administer criminal justice statistics.</p> <p><b>Baseline:</b> Inefficient criminal justice data collection mechanism.</p> <p><b>Indicator:</b> 1.1 e-System for the collection of criminal justice data developed and implemented.</p>	<p><b>Targets 2014:</b></p> <ul style="list-style-type: none"> <li>An objective e-system for the collection of criminal justice data functional and in use.</li> </ul>	<p><u>Activity 1. Developing the e-system for the registration, record keeping and management of crime related data:</u></p> <ul style="list-style-type: none"> <li>Develop and implement technical specifications;</li> <li>Select a supplier to develop and deliver the e-system;</li> <li>Organize a study visit to witness the use of e-systems by the prosecution service from other country;</li> <li>Provide in-house training for the operators on using the e-system;</li> <li>Ensure interconnectivity with other related databases and software instruments.</li> </ul> <p><u>Activity 2. Project management</u></p>	UNDP, GPO	<p>Local consultants Contractual services/ Companies Contractual services/ Individuals Salaries</p> <p><b>\$124,728.00</b></p>
<p><b>Output 2:</b> Strengthened individual and institutional capacities to prevent and fight torture and impunity.</p> <p><b>Baseline:</b> Weak capacities of the detention facilities' staff to prevent and</p>	<p><b>Targets 2014:</b></p> <ul style="list-style-type: none"> <li>An e-system for the registration and documentation of cases of apprehension, arrest and detention functional and in use.</li> <li>At least 100 staff of the</li> </ul>	<p><u>Activity 1. Developing the e-system for the registration and documentation of cases of apprehension, arrest and detention:</u></p> <ul style="list-style-type: none"> <li>Develop and implement technical specifications;</li> <li>Select a supplier to develop and deliver the e-system;</li> <li>Provide the in-house training for the</li> </ul>	UNDP, GPO	<p>Local consultants Contractual services/ Companies Contractual services/ Individuals Salaries</p> <p><b>\$40,383.00</b></p>

<p>combat torture and other forms of ill-treatment.</p> <p><b>Indicator:</b></p> <p>2.1 Number of detention facilities` staff trained on torture prevention.</p> <p>2.2 e-System for the registration and documentation of cases of apprehension, arrest and detention developed and implemented</p>	<p>detention facilities trained on torture prevention standards.</p>	<p>operators on using the e-system;</p> <ul style="list-style-type: none"> <li>- Ensure interconnectivity with other related databases and software instruments.</li> </ul> <p><u>Activity 2. Enhancing the individual capacities of detention facilities` staff in preventing torture:</u></p> <ul style="list-style-type: none"> <li>- Select the trainers, draft agenda, identify training beneficiaries;</li> <li>- Provide training to the detention facilities` staff on torture prevention.</li> </ul>		
<p><b>Output 3:</b> Strengthened professional capacities of the Department of Penitentiary Institutions in vocational training for juvenile prisoners.</p> <p><b>Baseline:</b></p> <p>1) Low competences of the personnel from guards, regime and security service for taking over educational/correctional tasks according to the principle of dynamic security applied in Western European countries:</p> <ul style="list-style-type: none"> <li>- 10% of the staff is well-trained;</li> <li>- 50% of the existing personnel have participated in at least one training;</li> </ul> <p>2) Deplorable condition of the premises for vocational training:</p> <ul style="list-style-type: none"> <li>- Lack of sanitation, ventilation system, the interior and exterior walls need renovation;</li> </ul>	<p><b>Targets 2014:</b></p> <ul style="list-style-type: none"> <li>▪ Increase the number of well-trained staff from 10% to 99%<sup>10</sup> by the end of 2014;</li> <li>▪ Increase the exposure to international practices from 13 days of training organized with foreign experts in 2012 to 30 days of training with foreign experts organized per year;</li> <li>▪ Non-violence Correctional/ Cognitive Program applied to 70% of prisoners who have this problem until 2014;</li> <li>▪ Significant improvement of the quality of correctional programs assessed</li> </ul>	<p><u>Activity 1. Capacity building of the personnel for applying modern European practices of working with juvenile delinquents:</u></p> <ul style="list-style-type: none"> <li>- Personnel training needs assessment correlated to the requirements stipulated in international documents and conventions;</li> <li>- Motivational interviewing training for all employees performing correctional work;</li> <li>- Exposure to European practices by carrying out a study trip to Romania;</li> <li>- Training on a cognitive program for anger management/reduction of violence.</li> </ul> <p><u>Activity 2. Providing meaningful occupations for juveniles by creating a vocation training centre:</u></p> <ul style="list-style-type: none"> <li>- Renovation of spaces allocated for professional training and workshops;</li> <li>- Equipping vocational workshops with equipment, working tools and raw</li> </ul>	<p>UNDP, UNICEF, DPI</p>	<p>International consultants Local consultants Travel Contractual services/ Companies Contractual services/ Individuals Salaries</p> <p><b>\$120,744.00</b></p>

<sup>10</sup> Hypothetically it is possible that at the end of 2014 there would be newly recruited employees who have failed to attend training.

<p>- 8 juveniles have vocational training certificates obtained in Lipcani Prison (30% of the total number).</p> <p><b>Indicator:</b>  3.1 Number of employees trained;  3.2 Number of juvenile detainees who have undergone professional training courses;  3.3 Vocational Training Centre established and functional.</p>	<p>through evaluation forms:<sup>11</sup> at least four out of five maximum points;</p> <ul style="list-style-type: none"> <li>▪ Four rooms for training refurbished, workshop equipment purchased;</li> <li>▪ Increase the number of minors who participated in vocational training and received certificates from 30% to 90% by the end of 2014;</li> <li>▪ Reducing illiteracy among young prisoners, from 12% to 1% by the end of 2014.</li> </ul>	<p>material.</p> <p><u>Activity 3. Project management</u></p>		
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<sup>11</sup> The evaluation forms will be developed by the person responsible for each specific correctional program and will be coordinated with NORLAM. NORLAM will collect the completed evaluation forms and will use this information in the reports.

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## VI. MANAGEMENT ARRANGEMENTS

*Explain the roles and responsibilities of the parties involved in managing the project.*

*Please refer to the Deliverable Description to complete this component of the template.*

*Use the diagram below for the composition of the Board.*

The project will be implemented under the National Implementation Mechanism (NIM). This means that the project beneficiaries (General Prosecutor's Office and Department of Penitentiary Institutions) will be responsible for the decision-making and implementation of Project activities, while UNDP will provide quality assurance, project inputs and support services. The General Prosecutor's Office and Department of Penitentiary Institutions will act as the Senior Executives (National Coordinators) and will represent the interests of the Government of Moldova and be responsible for the overall implementation of the Project. A Project team will assist the project beneficiaries in the implementation of the project.

**Project Board:** The focal point of the project management architecture is the Project Board. The Board is the overall authority for the Project and is responsible for its initiation, direction, review and eventual closure. Within the confines of this Project, the Board is the highest authority.

The Project Board represents at managerial level the interests of the following roles and the respective organizations:

- **Project Executive** (National Coordinator) – General Prosecutor's Office and Department of Penitentiary Institutions will be the project national coordinators that will have the overall ownership over the project results and will co-chair the Project Board. General Prosecutor's Office and Department of Penitentiary Institutions will represent the main project beneficiaries, which have the overall coordination responsibility in the specific areas of justice sector reform;
- **Senior beneficiary** - Department of Penitentiary Institutions, General Prosecutor's Office, Ministry of Justice;
- **Senior supplier** - project donors: Romanian Government, General Prosecutor's Office, UNDP.
- **Other stakeholders** – include other organizations having a specific or general interest in the project results, such as UNICEF, NORLAM etc.

Board members will be senior managers and will have the authority and responsibility for the commitment of resources to the project, such as personnel, cash and equipment. The Project Board will 'manage by exception', meaning Board members will be regularly informed of the Project progress but will only be asked for joint decision making at key points in the Project implementation.

The Project Board is appointed to provide overall direction and management of the Project. It is responsible for ensuring that the project remains on course to deliver products of the required quality to meet the expected outcomes defined in the Project Document. Furthermore, the Board is accountable for the success of the Project and has responsibility and authority for the Project within the instructions set by UNDP programme management. The Project Board approves all major plans and authorizes any major deviation from agreed Project work plans. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and any parties beyond the scope of the project.

**Project Manager:** It is the responsibility of the Project Manager to plan, oversee and ensure that the Project is producing the right outputs, at the right time, to the right standards of quality and within the allotted budget. The main tasks of the Project Manager include:

- Overall planning for the whole project;
- Motivation and leadership of the Project staff;
- Supervise the Project;
- Liaison with UNDP Programme Management;
- Fund management, allocation, coordination;

- Reporting progress to the Project;
- Project quality management;
- Work with other agencies of the UN Country Team – in particular in the framework of the UN Team Group on Human Rights, Gender and Justice -- and other relevant stakeholders, to maximize impact of the action.

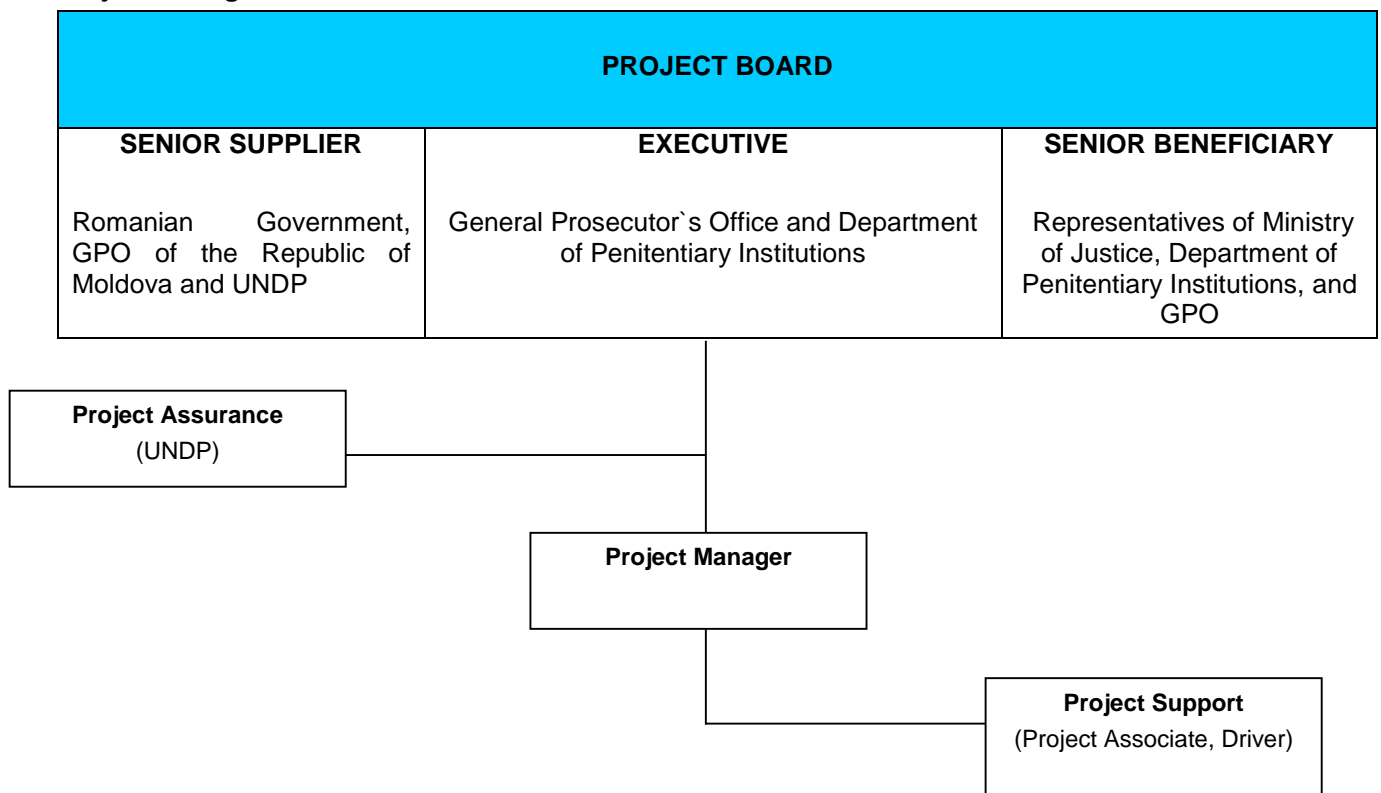
**Project Assurance:** Assurance is a key element of the PRINCE2 management method, upon which the Project Management Arrangements are based. ‘Assurance’ is essentially an independent audit function, whereby the Project Board is able to monitor progress against agreed work plans. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Assurance is the responsibility of each Project Board member. On behalf of UNDP the function is delegated to the UNDP Justice and Human Rights Programme Analyst. The National Coordinators may appoint their representatives to carry out the project assurance role on behalf of the project executives.

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 agreement. UNDP follows international standards in the implementation of project and programmes according to the UNDP results Management Guide (<http://content.undp.org/go/userguide/results>)

The implementation of the project activities will be supported by a project team. The proposed composition of the project team is: Project Manager, Project Associate and a driver; their duties and responsibilities shall be reflected in their terms of reference. The project staff will be placed in rented office and will require the necessary ICT equipment to ensure functionality and operability of the project, including computers, UPSs, photocopy machine, phones, fax, etc.

UNDP Moldova Country Office will support the implementation of the project through: provision of in-kind contributions (support/materials), soft assistance in project management, assistance in recruitment of staff and project start-up activities, in procurement of goods and services; advocacy and support for national counterparts in additional fund-raising for project activities, monitoring and evaluation of the Project implementation and project audit (in case needed) according to UNDP rules and procedures.

**Project Management Structure**





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## VII. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

## Quality Management for Project Activity Results

<b>Output 1:</b> Improved capacities of law enforcement bodies to collect and administer criminal justice statistics		
<b>Activity Result 1 (Atlas Activity ID)</b>	Improved capacities on criminal justice statistics	Start Date: 01.01.2014 End Date: 31.12.2014
<b>Purpose</b>	To develop e-tools for the registration, record keeping and management of crime related data to ensure a unified approach of all criminal justice actors to criminal justice statistics and exclude the duplication, overlapping or circulation and use of divergent data.	
<b>Description</b>	The activity envisages a number of sub-activities: developing technical specifications for the e-system to correspond to the applicable legal norms and standards concerning the protection of personal data; organizing a competitive process for selecting a supplier to develop and deliver the e-system; providing in-house training for the e-system operators, as well as ensuring interconnectivity with other related databases and software instruments available to the law enforcement bodies	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
e-System for the collection of criminal justice data developed	e-System testing results Interim/Annual reports of law enforcement bodies Monitoring by the UNDP CO Service Centre of procurement procedures	30.11.2014

<b>Output 2:</b> Strengthened individual and institutional capacities to prevent and fight torture and impunity		
<b>Activity Result 1 (Atlas Activity ID)</b>	Strengthened capacities to prevent torture	Start Date: 01.01.2014 End Date: 31.12.2014
<b>Purpose</b>	To develop and strengthen the individual and institutional capacities to prevent torture and combat impunity for the acts of ill-treatment through capacity building activities for the staff of the detention facilities, as well as by creating standardised e-system for the registration and documentation of cases of apprehension, arrest and detention	
<b>Description</b>	Developing the e-system for the registration and documentation of cases of apprehension, arrest and detention Enhancing the individual capacities of detention facilities` staff in preventing torture	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
e-System for the registration and documentation of cases of apprehension, arrest and detention developed  Number of detention facilities` staff trained on torture prevention.	e-System testing results Interim/Annual reports of law enforcement bodies Monitoring by the UNDP CO Service Centre of procurement procedures Report on trainings Interim/Annual reports on torture cases	30.11.2014

<b>Output 3:</b> Strengthened professional capacities of the Department of Penitentiary Institutions in vocational training for juvenile prisoners.		
<b>Activity Result 1 (Atlas Activity ID)</b>	Strengthened juvenile prisoners' vocational training	Start Date: 01.01.2014 End Date: 31.12.2014
<b>Purpose</b>	Increase efficiency of the re-socialization system of the minors deprived of liberty by using pro-active intervention methods and occupational therapy.	
<b>Description</b>	<ul style="list-style-type: none"> <li>- Perform personnel training needs assessment correlated to the requirements stipulated in international documents and conventions;</li> <li>- Provide motivational interviewing training for all employees performing correctional work;</li> <li>- Exposure relevant prison staff to European practices by carrying out a study trip to Romania;</li> <li>- Provide training on a cognitive program for anger management/reduction of violence.</li> <li>- Renovate spaces allocated for professional training and workshops;</li> <li>- Equip vocational workshops with equipment, working tools and raw material.</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Number of staff trained on cognitive program for anger management/reduction of violence;	Report on trainings	30.11.2014
Renovation and of Vocational Training Centre	Report on the performance of the construction works.	
Equipment of the Vocational Training Centre with equipment, working tools and raw material	Assets transfer acts  Monitoring by the UNDP CO Service Centre of procurement procedures	
Improvement of the quality of correctional programs	Assessment of the quality of correctional programs through evaluation forms	

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## VIII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Moldova and UNDP, signed on October 2, 1992 and the amendment of the same of July 5, 1997.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency 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 executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative provided that he is assured that the other signatories of the project document are in agreement with the proposed changes:

- a) *Revisions in, or addition of, any of the annexes to the project document;*
- b) *Revisions which do not imply significant changes in the objectives, outputs or activities of the project, but are caused by the rearrangement of inputs agreed to or by cost increases due to inflation; and*
- c) *Revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation.*

Changes to be introduced should be discussed and agreed on up by members of the Project Board.

## RISK LOG



<b>Project Title: Support to Justice Sector Reform in Moldova</b>	<b>Award ID: <u>00062264</u></b>	<b>Date: <u>25 November 2013</u></b>
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngmt response	Owner	Submitted, updated by	Last Update	Status
1	Regular parliamentary elections	25.11.2013	Political	Delays in project implementation related to the election campaign and/or Government reshuffling.  P = 3 I = 3	The activities shall be finalised at the largest extent before the start of the elections campaign; Work with mid-level staff, since they are most unlikely not to be reshuffled; involve as much staff as possible to ensure long institutional memory.	Project executive	UNDP		
2	Lack of qualified consultants and/or construction companies on the job market	25.11.2013	Organisational	Delays in hiring plans and advancement of reforms  P = 2 I = 3	Develop specific outreach campaigns and motivation schemes to attract qualified individuals.	Project executive	UNDP		
3	Staff turnover in State institutions	25.11.2013	Organisational	Delays in project implementation  P = 2 I = 2	Changes will be embedded into the officially approved rules, procedures and plans to ensure the institutional memory and sustainability.	Project executive	UNDP		
4	Low receptiveness of the State institutions employees on the implementation of new knowledge received	25.11.2013	Organisational	Reduction in the project's sustainability  P = 2 I = 2	Engage in continuous dialogue with the management of the target State institutions on the performance of trained employees.	Project executive	UNDP		