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| ANNEX C1: Twinning Fiche **Project title: Reform of the initial and continuous training of the police system in the Republic of Moldova**  **Beneficiary administration:** Ministry of Internal Affairs and the General Police Inspectorate of the Republic of Moldova  **Twinning Reference:** MD 15 ENI JH 01 17 (MD/32)  **Publication notice reference:** *EuropeAid/158815* |

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| **EU funded project**  ***TWINNING INSTRUMENT*** |

***List of abbreviations***

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| **AA** | Association Agreement |
| **BC** | Beneficiary Country |
| **EU** | European Union |
| **EUD** | European Union Delegation to the Republic of Moldova |
| **GPI** | General Police Inspectorate |
| **JLETC** | Joint Law Enforcement Training Center |
| **MIA** | Ministry of Internal Affairs |
| **MS** | Member State |
| **PL** | Project Leader |
| **RTA** | Resident Twinning Adviser |
| **STE** | Short Term Expert |
| **w/d** | Working day |

**1. Basic Information**

1.1 Programme:**ENI/2015/038-144 – Financing decision for Support to Police Reform in the Republic of Moldova, Direct Management**

1.2 Twinning Sector: **Justice and Home Affairs**

1.3 EU funded budget: **2.000.000€**

**2. Objectives**

*2.1**Overall Objective*

As part of Police Reform Budget Support Programme, the overall objective of this twinning project is to assist the Government of the Republic of Moldova in ensuring the rule of law, enhancement of public order and security and protection of human rights through development of an accessible, accountable, efficient, transparent and professional police system. In particular, the project aims at modernizing and consolidating the initial and continuous training of the police system in line with EU and international standards and best practices.

*2.2 Specific objective*

To provide EU expertise in **(1)** designing modern police curricula, with a particular focus on practical training, **(2)** supporting the establishment of the *Joint Law Enforcement Training Centre* and **(3)** facilitating and monitoring the overall reform of the initial and in-service police training.

*2.3 The elements targeted in strategic documents i.e. National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans*

**EU-MD Association Agreement**

The cooperation between the Republic of Moldova and the European Union (EU) is guided by the Association Agreement signed on 27 June 2014. The Association Agreement highlights the need for key priority reforms in democracy, the rule of law, human rights and fundamental freedoms, good governance, a functioning market economy and sustainable development. It provides for dedicated Title II "Political dialogue and Reform, Cooperation in the Foreign and Security Policy" and Title III "Justice, Freedom and Security", both making extensive reference to the need of training in these respective areas.

**EU-MD Association Agenda 2017-2020**

The newly approved Association Agenda covering the period between 2017 and 2020 explicitly refers to setting up *"a Joint Law Enforcement Training Centre (JLETC) in order to ensure adequate basic and specialised in-service training (…)"*. Further reference is subsequently made to establishing training curricula.

**Moldovan Government's Activity Program 2016 - 2018**

Under its dedicated Chapter on "Internal Affairs and Citizen's Safety" the Government's Activity Program envisages promoting at law-enforcement agencies level an efficient human resources policy based on continuous training, with external expertise support, as well as establishing a Joint Law Enforcement Training Centre.

**Police Development Strategy 2016-2020**

The Police Development Strategy 2016-2020 in reality is a Government Decision (GD 587 dd. 12 May 2017). The main objective of the comprehensive reform process of the internal affairs system of the RM aims to achieve a professional police service, which can conduct its tasks in the interest of the citizen and community. In this regard, in 2016 the Police Development Strategy of RM was drafted. The Strategy provides for the development of initial and continuous training for operational police staff, according to European experiences and good practices in the field. One of the most important objectives included in the Strategy is the establishment of the Joint Law Enforcement Training Centre. The establishment of this institution will cover an important gap in the professional and practical orientated training system and ensure the development of capacities for integrated training of the staff within the area of public order and security.

**EU Police Reform Budget Support Programme 2017 - 2020**

On 14 December 2016, the European Union and the Government formally concluded a Budget Support Programme that will substantially reform and support the country's police force. While basic and continuous training is a cross-cutting issue and has links with all aspects of police work, the present Twinning Proposal will focus particularly on one of the nine components the Budget Support Programme covers, i.e. the indicator on improving the basic and in-service training capacities, with emphasis on human rights, modern management techniques and anti-corruption. Within this component, a *Joint Law Enforcement Training Center (JLETC)* will be built that will offer basic training for all candidate police sub-officers and continuous (in-service) training to all ranks. The JLETC can offer training to other institutions (e.g. staff from Carabineer Troops, Customs, Public Prosecutor's Office,) as and when deemed relevant.

**3. Description**

*3.1 Background and justification:*

*Relevant legislation/regulation in the Republic of Moldova:*

***1.*** *Government Decision n˚ 986 dd. 24 December 2012 on the structure and staff limit of the General Police Inspectorate*

***2.*** *Government Decision n˚ 587 dd. 12 May 2016 approving the Police Development Strategy 2016-2020 and its Action Plan*

The Twinning Project focuses on law enforcement and more in particular on basic and in-service training of police officers and sub-officers. The project's main beneficiaries will be the Ministry of Internal Affairs together with the General Police Inspectorate. Improving the basic and in service training of operational police staff needs to lead to a better on the job performance and therefore ultimately serves the interests of the country's citizens. In terms of hierarchy and organisational structure, the General Police Inspectorate is – together with others like for instance the General Inspectorate for Emergency Situations and the Carabineer Troops – a subordinated entity of the Ministry of Internal Affairs. While the EU Police Reform Budget Support Programme and this project as well aim at making the General Police Inspectorate a stronger and more autonomous organisation, the hierarchical link with the Ministry will continue to exist.

In 2015, a comprehensive Functional Analysis of the Ministry of Internal Affairs was carried out, which targeted among others the basic and continuous training of police officers. Some of the conclusions of the analysis include:

* *"In general, the physical fitness and knowledge of specific intervention procedures are inadequate, which put at risk the physical integrity of the staff and its capacity to carry out the missions".*
* *"Overall, the quality of the training programs and student satisfaction are not being assessed".*
* *"In general, education is not being 'matched' to the job requirements for competent performance".*
* *"The operational experience of the initial trainers, especially at the MIA Academy, is generally low".*
* *"Initial professional training, especially practical training, is inadequate".*
* *"Shootings and physical training are deficient due to outdated concept, shortage of specialized trainers, and poor material base".*
* *"Continuous training of staff in MIA training units is deficient because of lack of a clear system of courses, inadequate training needs assessment, and low quality of courses/trainers and insufficient material base".*

*3.2 Ongoing reforms*

The present Twinning Proposal is part of and will support ongoing reforms in the framework of the aforementioned *Police Development Strategy 2016-2020* and the *EU Police Reform Budget Support Programme 2017 – 2020*. The former strategy is in fact a national police strategy to which the competent authorities have attributed human and financial resources (implementation team). Its aim is to have the accompanying Action Plan implemented to its fullest potential.

*3.3 Linked activities*

**The EU Police Reform Budget Support Programme** (2017-2020) is the framework programme this Twining Project supports as a complementary action. The Budget Support Programme lists, in its specific objectives, strengthening of "*efficiency, transparency and professionalism of the police force in line with best EU and international standards and practices*". The Financing Agreement, signed in December 2016 with a view to implement the Programme, has a dedicated component in its Policy Matrix: *A.1.3 - Improve the basic and in-service training capacities, with emphasis on human rights, modern management techniques and anti-corruption*.

**The European Union High Level Advisers Mission** supports the Government of Moldova in the implementation of its reform agenda, in particular to assist it in developing the capacities required for the implementation of the Association Agreement. This Mission has two dedicated High Level Advisers working with the beneficiary institution – one to MIA as such, and another one to the General Police Inspectorate. Other related advisers include the high-level advisers on following sectors: Anticorruption, Anti-Money Laundering, Public Prosecution, Justice, Customs, and Security Sector Reform.

**The European Union Border Assistance Mission to Moldova and Ukraine (EUBAM)** provides support and technical advice to its main partners: the border guard and customs authorities of the Republic of Moldova and Ukraine in the area around the Transnistrian region.

**The Programming of the European Neighborhood Instrument (ENI) - 2014-2017 Single Support Framework for EU support to the Republic of Moldova**. The overall objective of the MIA reform is to ensure the rule of law and protection of human rights through the development of an accessible, accountable, efficient, transparent and professional police force, the implementation of a rights-based approach to policing, the reinforcement of the fight against criminality and enhanced border management.

**The Eastern Partnership Police Cooperation Programme** (2013-2017) seeks to reinforce networking and trust among Eastern Partnership countries' law enforcement authorities and between these authorities and EU police authorities. It focuses on facilitating the creation of partnerships between such authorities and on enhancing the skills of Eastern Partnership countries' police on police management and operations against cross border crime, building on EU best practices. In the framework of this programme, Moldova benefitted from a series of training activities (especially on forensic analysis) from the Polish Ministry of Interior.

**The Eastern Partnership IBM Capacity Building Project** (2014 - 2017), as successor of the **Eastern Partnership IBM Flagship Initiative Training Project** (2011 - 2013), is the regional capacity building component of the Flagship Initiative. Both projects have been focusing on enhancing the training capacities of each country's national agencies involved in border management, including Moldovan Border Police.

**The European Police College (CEPOL)** is an EU agency dedicated to providing training and learning opportunities to law enforcement officers on issues vital to the security of the EU and its citizens. One of CEPOL’s tasks is to promote the multi-disciplinary intelligence-led law enforcement concept including training for analysts. Training activities take place across the EU and are mainly implemented by a network of police training colleges. In 2012, CEPOL concluded with Moldova a Working Arrangement which offers a basis for exchanging best practices.

**Amongst EU Member States (MSs), Romania, Sweden, Austria** **and Italy** are providing support through a series of training and capacity building activities for the MIA and its subordinated units (mainly the Police, the Border Police and the Bureau of Migration and Asylum). In this context, special attention will be granted to ensure complementarity and synergy between this twinning project and existing EU and other donors’ initiatives.

**Besides EU support, the United States (US) Embassy** is the most important non-EU donor partner of the MIA. The US Embassy funded and supported the implementation of projects that included MIA and its subordinated units as beneficiaries in such areas as community policing, support to the forensic capacities, combating organized crime and trafficking in human beings, border management and building capacities of the Border Police, building capacities of the Civil Protection and Emergency Situations Service (fire fighters), domestic violence and training of analysts and crime investigators.

**The Organization for Security and Cooperation in Europe (OSCE)** is involved in different training activities aimed at enhanced professional capacities of MIA staff.

*3.4 List of applicable Union acquis/standards/norms*

Communication on Establishing a European Law Enforcement Training scheme (COM(2013) 172 FINAL)

*3.5 Results per component*

The Twining Project revolves around four main components. Results need to be delivered of each of these individually. The logframe attached to the Twinning Fiche specifies the results per component.

1. Modern curricula and training methodologies are developed and implemented.
2. Police staff better trained and prepared to deal with citizens in a professional modern manner.
3. The MIA Academy is modernized in line with EU and international standards and best practices.
4. The Joint Law Enforcement Training Center's capacities are strengthened.

*3.6 Means/input from the EU Member State Partner Administration(s)*

The project will be implemented in the form of a Twinning contract between the MS(s) and Moldova. The implementation of the Project requires one Project Leader, responsible for the overall coordination of project activities, one Resident Twinning Adviser, responsible for management and implementation of Project activities foreseen and a pool of short-term Experts. It is essential that the team has sufficientlybroad expertise to cover all the areas included in the Project description. The interested EU Member State institution(s) shall include in its proposal the CVs of the designated Project Leader, Resident Twinning Adviser, and the proposed Components Leaders and the specific component to which they will be assigned to. The details of implementation of the Twinning Project will be agreed after the signature of the contract during the preparation of the Work Plan. This will include the development of a White Paper per result (cf. *supra*: 3.5), support to a media campaign to promote careers within the police and will foresee a maximum of twelve study visits (i.e. three per component) over the entire lifespan of the Twinning Project.

3.6.1 Profile and tasks of the Project Leader

General profile

* University degree in law, criminology or human resources management or, in the absence of the required academic degree, six (6) years of equivalent professional experience on top of the years of the following general professional experience:
* A minimum of 10 years of professional experience of which at least 5 years in a senior role.
* Be a high-ranking civil servant or equivalent staff member in a Member State public administration or mandated body responsible for the Interior and/or Police.
* Good working knowledge of written and spoken English
* Experience in implementing similar or related assistance and cooperation projects will be considered an asset.

Specific experience and skills

* Solid knowledge of European Union policies, legislation and institutional set up in the field of Home Affairs.
* Experience working in a Human Resources and Training Department will be considered an asset.

Tasks

* Conception, general supervision and coordination of all activities that fall within the Twinning Project
* Monitoring and steering the project implementation and developing corrective measures if and when needed
* Maintaining a close and permanent professional relationship with the Resident Twinning Adviser, the Beneficiary Country's project leadership and the EU Delegation.

The Project Leader from the MS is expected to be an official or assimilated agent with a sufficient rank to ensure an operational dialogue at political level. The MS Project Leader will continue to work at his/her MS administration, but will devote some of his/her time to conceive, supervise and co-ordinate the overall thrust of the Twinning project, and ensure the attainment of the projected outputs. The Project Leader is fully responsible for co-ordination of the work of the experts.

The MS Project Leader will manage the implementation of the Project with the Project Leader from the BC and is expected to devote a minimum of 3 days per month to the Project in his/her home administration with an on-site visit at least every 3 months. The Project Leader’s seniority will ensure his/her ability to mobilize the necessary staff in support of the efficient implementation of the Project. In addition, he/she should coordinate, on the MS side, the Project Steering Committee, which will meet in Chisinau at least every four months. Involvement of the Member State PL(s) is expected during the preparation of the Member State proposal and attendance of the PL to the selection meeting is obligatory.

He/she will be supported by his/her MS administration for logistic, accounting and administrative affairs.

3.6.2 Profile and tasks of the Resident Twinning Adviser

General profile

* University degree in law, criminology or human resources management or in the absence of the required academic degree, six (6) years of professional experience in a law enforcement organisation on top of the years of the following general professional experience:
* 10 years of relevant professional experience working in a law enforcement organization;
* proven experience within departments/units related to home affairs;
* have good knowledge of EU policies, legislation and institutional set up related to home affairs;
* be fluent in written and spoken English.

Specific experience and skills

* experience in the field of a law enforcement’s educational system (HRM, Police Academy/School or related) will be considered an asset;
* experience in developing and/or delivering training programmes to build capacity for educational system will be considered an asset;

Tasks

* Daily supervision, monitoring and on-site coordination of the implementation of all activities that fall within the Twinning project, including proposing and implementing corrective measures if and when needed.
* Ensuring professional support for the project's activities
* Contributing to the preparation of reports concerning the project's activities

The RTA will be resident in Chisinau for 30 months. He/she will work closely with the MS and Moldovan Project Leader, the RTA counterpart and the EU Delegation. The RTA shall draft the initial work plan in close cooperation with all relevant actors and on the basis of the results expected from the project. Following the signature of the initial work plan by the two PLs, the RTA concentrates on ensuring the timely and correct implementation of the activities as outlined in the initial and subsequent work plans. The RTA is expected to provide advice and technical assistance to the representatives of the Beneficiary administration. The RTA keeps the Beneficiary PL informed about the implementation and reports regularly to the Member State PL.

The RTA will be responsible for the selection of the RTA Assistant and/or Language Assistant and for the coordination of the short-term experts input while working in the Republic of Moldova. He/she will draft the quarterly and final project reports for the Steering Committee.

3.6.3 Profile and tasks of Component Leaders

One Component Leader for every of the aforementioned components (cf. supra: *3.5 Results per component*) will be designated. These Component Leaders will ensure continuity and consistency within each of the fields concerned. While Component Leaders will not be resident in Chisinau, they are expected to visit Chisinau and work locally with the beneficiary institutions at least 3 times per working year. CV's and proposed activities of each Component Leader shall be an integral part of the MS proposal. The detailed expert input shall be established when drawing up the Twinning Work Plan.

General profile

* University Degree law, criminology, social sciences or human resources management or in the absence of the required academic degree at least 3(three) years of equivalent professional experience in the field of law enforcement on top of the years of the following general professional experience:
* a minimum of 3 years of professional experience in the area relevant to the component he/she is proposed for.
* Be a civil servant or a staff member in a Member State public administration or mandated body responsible for data protection
* Excellent command of written and spoken English
* Excellent written, oral and inter-personal communication skills
* Computer literate (Word, Excel and Outlook)

Specific experience and skills

* Proven experience of minimum 1 year in implementing similar or related assistance and cooperation projects will be considered an asset

Tasks

* Carry out tasks assigned to him/her by the Resident Twinning Adviser.
* Upon completion of a mission, hand-over of a mission report to the Resident Twinning Adviser.

3.6.4 Profile and tasks of other short-term experts*:*

Other specialist staff can be made available by the Twinning Partner to support the implementation of activities. Short-term experts are officials or assimilated agents of a Member State public administration, or mandated body. The experts made available for the implementation of a Twinning project shall therefore be fully integrated within the Member State institutions involved in the delivery of the required expertise. They deliver their expertise under the overall responsibility of the Member State PL and the coordination and supervision of the RTA. CVs of short-term experts (who are not Component Leaders) should not be submitted and are not taken into consideration for the evaluation of proposals.

The detailed expert input shall be established when drawing up the Twinning Work Plan.

General profile

* University Degree in law, criminology, social sciences or human resources management or in the absence of the required academic degree at least 3(three) years of equivalent professional experience in the field related to the scope of the Twinning Project on top of the years of the following general professional experience:
* A minimum of 3 years of professional experience in the area relevant to the proposed assignment
* Be a civil servant or a staff member in a Member State public administration or mandated body responsible for data protection
* Excellent command of written and spoken English
* Excellent written, oral and inter-personal communication skills
* Computer literate (Word, Excel and Outlook)

Specific experience and skills

* Proven experience of minimum 1 year in implementing similar or related assistance and cooperation projects will be considered an asset

Tasks

* Deliver the bulk of support to the Beneficiary administration through specific activities in the Beneficiary country, including workshops, seminars, training sessions, meetings with officials of the Beneficiary administration, joint drafting sessions, etc.
* Upon completion of a mission, hand-over of a mission report to the Resident Twinning Adviser.

**4. Budget**

2.000.000€

**5. Implementation Arrangements**

*5.1 Implementing Agency responsible for tendering, contracting and accounting*

*The person in charge of this project at EUD Republic of Moldova is:*

Mr. Steven Daniëls

Programme Manager, Operations Section

EU Delegation to Moldova

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*5.2 Institutional framework*

The Ministry of Internal Affairs, and the General Police Inspectorate as its subordinated entity, will be the main beneficiaries of the present Twinning Project.

*5.3 Counterparts in the Beneficiary administration*

5.3.1 Contact person

Ms. Cristina Lesnic

Head of International Relations

Ministry of Internal Affairs

75 Stefan cel Mare Bvd.

MD 2012 Chisinau

Republic of Moldova

5.3.2 PL counterpart

Mr. Dorin Purice

Deputy Minister of Internal Affairs

Ministry of Internal Affairs

75 Stefan cel Mare Bvd.

MD 2012 Chisinau

Republic of Moldova

5.3.3 RTA counterpart

Mr. Anatolie Dănilă

Head of DG Human Resources

Ministry of Internal Affairs

75 Stefan cel Mare Bvd.

MD 2012 Chisinau

Republic of Moldova

**6.** **Duration of the project**

Execution period of 33 months – i.e. implementation period of 30 months plus three months

**7. Sustainability**

The Project will significantly contribute to strengthening the education system at MIA by developing its initial and continuous training process in line with best European practices. There is a good understanding at the level of beneficiary administration that a proper professional training is essential for achieving the goal of modernizing the Police system. It is therefore fully committed to ensuring a long-term impact of the activities of this Twinning Project.

The Project's sustainability will be guaranteed by a series of actions aimed at training and certifying the teaching staff, which will become the platform for implementing relevant activities ongoing to the objective of modernizing the instructional and educational system within MIA.

Quality assurance, including support with national and international accreditation will also guarantee the sustainability of investments in the MIA education system.

In addition, in order to avoid further fragmentation of public administration, the project will ensure that any internal procedures supported will not contradict with any other legal provision existing in the country. In case new internal procedures require changes to the overall legal framework applicable to the beneficiary institutions, the project will also facilitate its amendment. Moreover, whenever the project will support the elaboration of job descriptions, it will ensure consistency with the formal decrees on the organisational structure and job requirements for the organisations and any by-laws that exist for all government bodies regarding job descriptions and written procedures.

Finally, procedural manuals or guidelines supported by the project shall be simple enough to be regularly updated and changed by the staff of the beneficiary institution without further external support.

**8. Crosscutting issues**

*8.1 Equal opportunity*

In the project's design and regarding access to opportunities that will be created, all parties involved commit to respecting equal opportunity for men and women. An appropriate gender balance will be sought on the managing bodies of the project. During capacity building activities and trainings throughout the project, specific attention will be given to equal treatment and opportunities for women.

*8.2 Minorities*

The project will address minorities' issues as an integral part of its overall objectives and project purpose. While implementing the project all minority related topics will be respected in raising awareness and training.

**9. Conditionality and sequencing**

This Twinning Project is complementary to the EU Police Reform Budget Support Program and is therefore contingent upon its launch and progress. In particular, the Project activities will support and complement in particular performance criterion A.1.3 of the Budget Support Programme's Policy Matrix that aims at setting up the Joint Law Enforcement Training Centre.

**10. Indicators for performance measurement**

Prior to the start of the present Twinning Project, the beneficiaries commit to delivering the goals set out for indicator A.1.3 Improve the basic and in-service training capacities, with emphasis on human rights, modern management techniques and anti-corruption. These objectives are **(1)** transmitting an official decision on the JLETC's location and **(2)** having an action plan on the JLETC approved by the Government.

**11. Facilities available**

The beneficiaries commit to making available the following facilities:

* Meeting rooms for activities in the framework of the present Twinning Project as necessary
* Conference rooms for activities in the framework of the present Twinning Project as necessary
* Permanent office space (including adequate office furniture and IT equipment) for the Resident Twinning Adviser (RTA) and the RTA's assistant inside the beneficiaries' premises
* Temporary office space for the Component Leaders and Short Term Experts while on assignment in the framework of the present Twinning Project
* Transport for possible field visits outside Chisinau in the framework of the present Twinning Project

**ANNEXES TO PROJECT FICHE**

* Logframe