

**PROGRESS REPORT**

**Agreement Number 2013/ 325-096 between the European Union (EU) and the United Nations Development Programme (UNDP) for the Implementation of the Action:**

**“EU High Level Policy Advice Mission”**

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| **Project Title:** | **EU High Level Policy Advice Mission (EUHLPAM)** |
| **Reporting Period:** | **31 December 2013 – 30 November 2014** |
| **Implementing Partner:** | **United Nations Development Programme (UNDP)** |
| **Country:** | **Republic of Moldova** |

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# 1. INTRODUCTION

In line with the agreement 2013/ 325-096 signed on 30 December 2013 between the European Union (EU) and the United Nations Development Programme (UNDP) for the execution of the project EU High Level Policy Advice to the Republic of Moldova (EUHLPAM III), UNDP has prepared and submits this progress project report, covering the implementation period from **31 December 2013 through 30 November 2014**.

The project has been designed based on the following framework:

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| **Overall objective:** | To support the Government to implement its EU-integration related reform Agenda and in particular to assist the Government in developing the capacities required for the implementation of the Association Agreement, including the Deep and Comprehensive Free Trade Area, as well as the Visa Liberalisation Action Plan |
| **Specific objectives:** | • To strengthen the policy-making, strategic planning and policy management capacities of selected Line Ministries and State Agencies involved in the implementation of the Association Agreement and Visa Liberalisation  • To enhance stakeholders' knowledge and awareness of EU policies, legislation and regulations in sectors strategic to the implementation of the Association Agreement including the Deep and Comprehensive Free Trade Area, and to the implementation of visa liberalisation |
| **Beneficiaries:** | Prime Minister and the State Chancellery, represented by the Secretary General of the Government. The target group is the line Ministries, State Agencies and other public bodies involved in the implementation of the Government's reform agenda and the negotiation and implementation of the Association Agreement and visa liberalisation. |
| **Cost of Action:** | **EUR 2,414,648** |
| **Partners:** | Ministry of Foreign Affairs and European Integration of the Republic of Moldova and UNDP Moldova |

# 2. PROJECT BACKGROUND AND JUSTIFICATION

The “EU High Level Policy Advice Mission to the Republic of Moldova” Project (EUHLPAM) is a follow-up to a project that was initiated in early 2010 as a response by the EU to a request of the Government of Moldova for provision of policy advice in support of the design and implementation of the Government’s reform agenda and the preparation for association process with the European Union.

The first grant agreement 2010/229-508 to implement the project has been signed on 15 January 2010 for a 12 month period. An addendum to the agreement 2010/229-508 (signed on 16 December 2010) extended the implementation period for another 12 months, up to 15 January 2012. The project was extended by a subsequent addendum signed on 7 November 2011, up to 31 March 2012.

The Project’s activities and implementation modality were appreciated as highly efficient and effective, as confirmed by the beneficiaries and by an independent EU-financed project evaluation (October 2011). Subsequently and based on the request of the Government, a new agreement 2012/284-269 was signed on 23 April 2012 (with the implementation start day – 24 April 2012) for a period of 18 months. An addendum signed in June 2013 extended the implementation period to 20 months, up to December 2013.

Considering the positive results of the project and the high ownership by the Beneficiary, the independent Results Oriented Monitoring mission conducted in April 2013 recommended envisaging a Third Phase from January 2014, keeping UNDP as an implementing partner. This recommendation found an echo with the Moldovan Authorities which have requested to initiate a new phase in their letter dated 31 July 2013, in a context marked by a strong political commitment to pursue the EU integration related reform Agenda.

A new contribution agreement has been signed on 30 December 2013 between the European Union (EU) and the United Nations Development Programme (UNDP) for the execution of the current, third, phase of the project.

The ***main justification*** for the new grant agreement was that while the work of the EUHLPAM was instrumental in supporting the Government to achieve its targets related to EU association, DCFTA and visa liberalisation and broader reforms, the process of developing appropriate policies and supporting them with well-designed strategies and action plans is on-going. The Government is keen to retain the services of the advisors for at least two reasons: (a) to ensure that this phase in the modernisation of the Government capacity is completed expeditiously and (b) to develop the policy management capacity within Ministries and State Agencies. In this context, the EUHLPAM is considered ***a key element*** in support of a successful implementation of EU´s Comprehensive Institution Building Programme and for preparation of the ground for targeted Technical Assistance and Twinning projects.

The Project builds on achievements and lessons learned from previous stages. A balanced combination of the ***policy advice support mechanism*** – the EUHLPAM *per se* - with ***operational management*** exercised by UNDP and attention to ***cross-cutting issues and inter-institutional collaboration*** are at the core of the project’s performance strategy. The project is also in line with the latest National Development Strategy ***“Moldova 2020***: seven solutions for economic growth and poverty reduction” and other strategic policy documents of the country, which highlight the importance of ***strategic policy planning*** the public administration in the Republic of Moldova slowly but steadily adheres to.

The Project provides assistance to the following Ministries and Government Agencies/Services: Prime Minister’s Office (energy); the Office of the Prosecutor-General (PGO); National Anti-Corruption Centre (NAC); Ministries of Agriculture and Food Industry (MAFI); Economy (MoE); Education (MEdu); Environment (MEnv); Justice (MoJ); Internal Affairs (MIA); Transport and Road Infrastructure (TRANS); Customs Service (CUST); Bureau for Migration and Asylum (BMA); State Tax Inspectorate (STI); General Police Inspectorate (GPI), National Food Safety Agency (NFSA).

# 3. ASSUMPTIONS AND RISKS

For the project to produce the expected results, in line with the project specific and overall objectives, this intervention rests on a number of key assumptions identified in the Description of Action. These assumptions are constantly monitored by the project management team and, where needed, the extent to which they hold is constantly monitored through internal monitoring frameworks.

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| Assumption 1 | The Government of the Republic of Moldova continues to pursue its EU integration related wider reform agenda |
| Assumption 2 | The Government of the Republic of Moldova continues to facilitate access by the EU High Level Policy Advisers to the key decision-makers (Ministers, Deputy Ministers, Directors) within the line Ministries and State Agencies |
| Assumption 3 | The policy advice delivered by the EUHLPAM is reflected in the policies adopted by the Government of the Republic of Moldova; the legislation enacted by the Parliament and is promoted, implemented and enforced by the relevant State structures |

Assumptions are assessed as remaining valid at the report date.

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| Project risks:   * R 1. The work of the Government and Parliament is disrupted by elections or political disputes; * R 2. Lack of institutional, technical and human resource capacities and high staff turnover result in a failure to absorb the available assistance efficiently and effectively; * R 3. Weaknesses in the legislative process, compounded by inadequate co-ordination between the Government and the Parliament, inhibits the timely and efficient adoption of the policy, legislative, regulatory and institutional recommendations offered by the EUHLPAM; * R 4. Officials are resistant to the proposed policy, institutional and operational changes. |

The project adopts a balanced risk management strategy integrated into individual work plans and reports, through monitoring and early interventions, agreed with beneficiaries and undertaken at enabling levels. During the reporting period, two of our counterparts – Ministry of Environment and Ministry of Economy – witnessed changes of management at the level of ministers. In both cases, a smooth transition to new leadership and a successful adviser-minister relationship were insured. As the country approached Parliamentary elections on 30 November, the majority of ministers have ceased their mandate. The continuity of the project’s activity throughout this period was secured through enhanced cooperation with deputy ministers, state secretaries, where available, and senior counterparts’ staff. MFAEI constantly plays an important coordination role.

Thus, all types and categories of risk are assessed to remain at the same level, with the exception of R1 which had a tendency to increase to High in the reporting period (more details - Annex 1. Risk Management Plan).

# 4. SCOPE OF WORK AND STRATEGY

According to the Description of Action, the Project’s scope of work is to provide policy advice to national authorities in order to enhance their ability to design and implement their Europe integration related reform agenda. In this context, the EUHLPAM *inter alia*:

• Raises stakeholders' awareness of the policy implications of the Government's reform agenda and the AA negotiation and implementation processes;

• Acquaints the national authorities with different policy options;

• Provides the beneficiaries with examples of EU best practice;

• Assists in the identification of policy and legislative priorities;

• Supports the national authorities to draft policy papers, together with strategies and Action Plans for implementing the policies;

• Assists the national authorities during the policy consultation process;

• Strengthens the institutional capacities of the beneficiary institutions to design, manage and monitor policy;

• Supports the national authorities to design and apply risk management principles and tools;

• Liaises with other projects / programmes / instruments to ensure synergy, to promote effective downstream implementation of the policies and to avoid overlap and duplication;

• Advises on the development of formal mechanisms to ensure that feedback from policy implementation is duly taken into consideration during the design phase of future policies;

• Supports the national authorities to network with EU institutions through the EU Delegation to Moldova;

• Provides sectorial advice and report to the EU Delegation whenever requested.

The above are channelled into *two pillars*, supported by mainstreamed cross-cutting issues. Aiming at better co-ordination of advisory work, ensuring synergies and timely deliverables, advisors continue to work in *clusters* based on needs and demands of policy processes and Association Agreement priorities:

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| Pillar 1  Policy-making, strategic planning and policy management capacities of selected Line Ministries and State Agencies involved in the implementation of the Association Agreement and Visa Liberalisation | | Pillar 2  Stakeholders’ knowledge and awareness of EU policies, legislation and regulations in sectors strategic to the implementation of the Association agreement including the DCFTA and to the implementation of visa liberalisation | |
| Cross-cutting issues:  Human rights, Gender, Accountability and Environment Sustainability. | | | |
| Justice and home affairs cluster | **Economy-customs-taxation cluster** | | **Agriculture-infrastructure-environment cluster** |

The project capitalizes on lessons learned captured by the ROM 2013. In particular, it continues to apply the strategy of:

* embedding advisers into beneficiaries’ institutions,
* maintaining good relationships between EUD and UNDP,
* fostering good coordination with the Ministry of Foreign Affairs and European integration,
* preserving and multiplying the good coordination with the EUD Operations and project managers,
* mainstreaming of cross-cutting issues in advisers’ work,
* designing and implementing an Exit Strategy in coordination with the Steering Committee.

Specifically on *coordination with EUD*, the Mission was brought to new levels through individual and joint meetings organised on 23-26 June 2014 and 17 September 2014 (bilateral with deputy head of Operations), May 2014 and 23 September, 2 and 7 October 2014 (with the Head of Delegation, Head of Operations and respective project managers). The EUD Recommendations formulated in July 2014 on:

• Need for improved coordination with the EU delegation feeding into the policy dialogue;

• Recommendation to meet HoD in a clustered approach;

• Recommendation on work plans and outputs to have clear SMART deliverables;

• Proposal to have 360° performance feedback, including the PM and senior official at EU delegation;

• Delegation to inform advisors on key meetings taking place

are being continuously implemented.

*Cross-capitalising* with other EU and donors funded initiatives is given high priority. Per the Steering Committee’s recommendations, the project established collaborative relations with the CSDP Mission Deployment Advisers; EU Framework Project on CIB implementation, Support to MFAEI project (SIDA), Democracy Programme (UNDP). At sectoral level, all advisers systematically support efforts to ensure synergies and avoid overlap and duplication (EUBAM, BRITE, Council of Europe – European Commission Joint Programmes, EU TA projects (4) in justice sector).

The project prepared a draft Exit Strategy through internal consultations based on existing team knowledge and its members’ prior experience. The Steering Committee meeting of 15 October 2014 acknowledged the proposal and decided on a *sustainable phasing out* to be reflected in the project’s Exit Strategy to bridge the gap between the end of the programme and next planned interventions, which will probably start in 2016. Two scenarios are envisaged at this stage: a cost-extension or a new phase, based on changing needs for strategic advice and gaps in assistance provided/planned. In addition to that, the results of the 360degree assessment of advisory services will be taken into account. Part 5 of the report helps inform the decision making also through demand and supply of advisory services per counterparts.

With sustainability in mind, the project is committed to produce a series of *best practices* for further use and replication. Examples include Best Practices on Policy Advice, Best Practices on Communication and Visibility, Best Practices on Donors coordination (annex 2).

PROJECT PLANNING, REPORTING AND MONITORING FRAMEWORK:

Each adviser has received induction on the new Scope of Work and Logframe (annex 3) and joint inductions meetings with each counterpart have been conducted upon start. A first of this kind common MFAEI-EUD-UNDP-advisers induction meeting took place on 21 May 2014 to foster the framework of common understanding of the Mission and ways forward.

The Description of Action has been translated into a ***Project’s Work Plan*** to ensure continuity from the previous Project and to advance the Mission into new areas of activity. In order to ensure the effectiveness of the intervention and timely deliverables, the input of each advisor is guided by ***individual*** ***work plans*** reflecting the institution-specific arrangement for the priorities, the sequence and timing of the policy advice and outlining expected results and indicators (annex 4. Advisers’ Work Plans). Each work plan was regularly revisited by both the beneficiary and the adviser in charge, to ensure its relevance and usefulness for planning purposes.

Two Steering Committee meetings to monitor progress and coordinate the Action took place on 7 May and 15 October 2014 (Steering Committee Minutes, Annex 5).

Planning and monitoring tools also have taken stock of the approach to the referred above project’s Exit Strategy as agreed by the Steering Committee on 15 October 2014.

ADVISORY SERVICES EVALUATION:

Based on the new Description of Action and lessons learned, the template used for evaluation by beneficiaries has been upgraded with new features cleared by the Steering Committee. The process was launched on 20 October 2014 with invitations sent to all counterparts and involving EUD and MFAEI for the first time.

Table 1 is intended to provide results of performance evaluations from all involved partners (MFAIE evaluations –pending at report date). Table 2 includes separate results from ministries/agencies counterparts.

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| **Table 1. Advisers’ performance, 360Degree view, December 2014. Pending MFAEI evaluations.**  0- no chance to observe, 1 - unsatisfactory, 2 – satisfactory, 3 – good, 4 – very good, 5 – excellent | | | | | | | | | | | |
|  | Technical expertise | Initiative | Interpersonal relations | Contribution to policy sustan-ty | Quality of advice | Timeliness of advice | Contribution to mission’s objectives | EU visibility | Responsiveness to emerging demands | Code of conduct | **average** |
| MEcon |  |  |  |  |  |  |  |  |  |  |  |
| NAC |  |  |  |  |  |  |  |  |  |  |  |
| MIA |  |  |  |  |  |  |  |  |  |  |  |
| BMA |  |  |  |  |  |  |  |  |  |  |  |
| GPI |  |  |  |  |  |  |  |  |  |  |  |
| Energy |  |  |  |  |  |  |  |  |  |  |  |
| MAFI |  |  |  |  |  |  |  |  |  |  |  |
| NFSA |  |  |  |  |  |  |  |  |  |  |  |
| MJ |  |  |  |  |  |  |  |  |  |  |  |
| EDU |  |  |  |  |  |  |  |  |  |  |  |
| TRANSP |  |  |  |  |  |  |  |  |  |  |  |
| GPO |  |  |  |  |  |  |  |  |  |  |  |
| STaxI |  |  |  |  |  |  |  |  |  |  |  |
| Customs |  |  |  |  |  |  |  |  |  |  |  |
| ENV |  |  |  |  |  |  |  |  |  |  |  |

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| **Table 2. Advisers’ performance, counterparts/ministries & agencies view, December 2014**  0- no chance to observe, 1 - unsatisfactory, 2 – satisfactory, 3 – good, 4 – very good, 5 – excellent | | | | | | | | | | | |
|  | Technical expertise | Initiative | Interpersonal relations | Contribution to policy sustan-ty | Quality of advice | Timeliness of advice | Contribution to mission’s objectives | EU visibility | Responsiveness to emerging demands | Code of conduct | **average** |
| MEcon | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| NAC | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| MIA | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| BMA | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| GPI | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| Energy | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| MAFI | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| NFSA | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| MJ | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| EDU | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| TRANSP | 5 | 5 | 5 | 4 | 5 | 5 | 5 | 5 | 4 | 5 | 4.8 |
| GPO | 4 | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 5 | 5 | 4.6 |
| STaxI | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 5 | 5 | 4.5 |
| Customs | 4 | 4 | 5 | 4 | 4 | 5 | 5 | 5 | 4 | 5 | 4.5 |
| ENV\* | 3 | 3 | 3 | 3 | 2 | 2 | 2 | 3 | 2 | 4 | 2.7 |
|  | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5.0 |

\* both the minister and deputy minister evaluated the adviser

# 5. PROJECT PROGRESS

The reporting period covered (A) the operationalization of the project and (B) the delivery of policy advice.

A. OPERATIONALISATION:

Individual terms of reference for ***new advisers’ positions*** have been drafted by the beneficiaries in December 2013. ToR are based on the new Description of Action and aim at ensuring continuity from the previous Project, while also advancing the Mission into new dimensions. The formal ToR clearance process started on 14 January 2014 with submission to EUD and State Chancellery, the main counterpart at that stage. The open and competitive international recruitment processes for all 15 positions started on 31 January 2014 and completed with UNDP Bratislava Regional Procurement Office clearances on 18 April 2014. By the end of April 2014, 7 advisers were deployed. 7 others joined the mission by mid May 2014, with the last adviser to the GPI having joined the mission in August 2014 (due to lengthier decision on area to be assigned as benefiting from EUHLPAM). All advisers’ contracts are concluded up to 30 June 2015.

Local experts are available on justified demand for short term assignments, which are approved by the Steering Committee. So far, the mission employed 11 local experts (type and duration of assignment - annex 6).

All needed support services (translations, administrative and logistical support) are fully functioning and delivered timely and efficiently.

Thus, at output level the project is fully on course.

B. DELIVERY OF POLICY ADVICE

To assess the project progress to date, triangulation is applied and reported upon at (A) Purpose and (B) Activities level. The following reporting sources are used: EC assessments and reports on policy progress, International and regional reputable Rankings, Government reports on the implementation of National Action Plan for the Implementation of the RM – EU Association Agreement 2014-2016 and advisers’ reports. Where available, statistical data and trends are shown.

A. PURPOSE LEVEL:

***a. Selected line ministries and state agencies produce better policies and strategic plans***

The baseline for analysis is December 2013 using the following sources: ENP Progress Report (March 2014) and EUHLPAM 2012/ 284 269 Final Report (April 2014).

Although this is an intermediary report, progress is worth capturing including for purposes of next reports. Several policy areas emerge as worth highlighting based on verifiable sources of information, as exemplified below.

*Anti-corruption*: Policy work in previous phases yields a number of positive trends. In the current phase, the policy advice on anti-corruption was brought to new levels, including due to an enhanced communication in particular with the international community of partners. Although corruption still remains the country’s main problem some progress has been achieved in different fields of anti-corruption drive, which has been reflected in Visa Liberalisation assessments and ENP country reports, as well as in international rankings and assessments.

**Figure 1. Moldovan anti-corruption policies performance, rankings, 2014**

Nevertheless, a number of concerns on the effective implementation and delivery on commitments on anti-corruption policies remain. EUHLPAM focused in particular on:

- implementation of professional integrity testing law and corresponding regulations. As a result, cases of corruption reporting have increased by 12 compared with the previous year.

- enforcement of the Strategy’s and Action Plan’s measures and civil society engagement;

- policy management capacity: short- and long-term training programs are now in place.

Next implementation periods will focus on: implementation of the recommendation of the Association Agenda on ensuring the full independence of NAC, settlement of jurisdictions between the NAC and other law enforcement bodies and inter-agency cooperation and coordination.

The *implementation of visa liberalisation commitments* continued in 2014. The *visa-free regime* entered into force on 28 April 2014 for Moldovan citizens holding biometric passports. The *“National Action Plan to prevent and combat eventual abuses of visa-free”* regime was adopted and is being implemented with relatively few misapplications. By 1 September 2014, over 200.000 Moldovan citizens travelled visa-free to the Schengen area and the countries applying its legislation.

Coordination mechanisms for VLAP budget support were set up in order to ensure that activity is carried out as planned and to prepare for the EU evaluation for the first tranche of the budget support. The first EU Assessment Mission on the implementation of the EU-Republic of Moldova financial agreement ENPI/2013/024-405 on the support to the implementation of the visa liberalization action plan was carried out in September 2014 (official report – presented in October). The report concluded with an overall fulfilment rate of more than 80%, while achievements being rated as “Strong performance”. Nevertheless there are still areas were conditionalties have not been fully achieved and remain as priorities for next reporting period.

On international cooperation in home affairs, a Memorandum of Understanding on strengthening cooperation with Europol was signed on 16 January 2014, in The Hague, Netherlands. In May 2014 the text of Operational Agreement between Moldova and Europol was finalized and the approval of signing the Agreement on operational and strategic cooperation between Republic of Moldova and the European Police Office was approved by the Presidential Decree on 2 July 2014.

On *Migration*, the ENP Progress Report (2014, p. 16) refers to “good progress in adopting and implementing migration and asylum related legislation, and in establishing an efficient migration management system, in line with EU and international standards. The capacity of the relevant institutions in the field was increased, and the level of authority was raised and extended in geographical terms.” The latest updates provided at the International Briefing Meeting organised on 7 October 2014 in Chisinau and the EU assessment mission to RM on the implementation EU – RM Financial agreement ENPI/2013/024-405 on the Support to the implementation of the Visa Liberalisation Action plan (VLAP Mission, 2014) testify to institutional ability to continue to produce policies and strategic plans, which support and advance the reform process in the area of migration and asylum. Significant progress was made towards preventing and combating irregular migration, in particular as a result of the strengthening of the regional presence of the Bureau of Migration and Asylum and the opening of three regional offices of the Bureau’s Directorate for Combatting the Illegal Stay of Foreigners.

With EUHLPAM support, ministries have made progress in respect of the *DCFTA agenda implementation* on a number of important commitments (including those applicable provisionally from 01.09.2014.) in approximating EU legal requirements and administrative practices (e.g. in the area of technical regulation, accreditation and market surveillance, customs, administration of tariff quotas etc.) as outlined in the draft ENP Progress Report 2014. Progress is made on operationalizing the implementation of the coordination mechanisms.

A positive change in policy and strategy making in the *food safety* area was acknowledged by the ENP Progress Report (2014): “Moldova continued to implement the National Food Safety Strategy, with the launch of the National food safety agency. Approximation of SPS legislation took a major step forward”. As of June 2014, a new policy unit was established at NFSA, which benefits from EUHLPAM support, creating the foundation for better policies in the area. Based on the evaluation performed by the representatives of Food and Veterinary Office- European Commission (25.11-03.12.2014) in the area of poultry eggs, significant progress made by NFSA in the last six months in the institutional development and implementation of national legislation in the area food safety has been acknowledged.

An improvement is also noticed on *energy policy* aspects. Checking compatibility of proposed acts with EU legislation has become a regular act and a better coordination between authorities involved in the energy policy, mainly Prime Minister, Ministry of Economy, ANRE is ensured with EUHLPAM support.

The project will continue to work towards enhancing the policy and strategy making capacity of its counterparts and report on further impact in next reporting periods.

***b. The policy management capacity of selected line ministries and state agencies is strengthened***

By policy management capacity, this report refers to the ability of counterparts to plan, coordinate, implement, communicate on, monitor and evaluate public policies. The new phase has one new counterpart – NFSA. All others have benefited from assistance on policy management capacity in previous phases of the project.

Still, with noticeable progress in several areas, much remains to be done in relation to the policy management capacity and the project will continue to focus its resources in this regards.

In the reporting period, several champions emerged on certain policy management aspects. E.g. for the first time, the Ministry of Education was acknowledged as a top performer on transparency policy (source: <http://tribuna.md/2014/10/19/top-10-cele-mai-active-ministere-la-capitolul-comunicare/>).

Another example of better coordination and communication between RM and RO authorities on cross border interconnections on gas and electricity resulted also through the EUHLPAM energy adviser. By participating in discussions with potential investors in energy sector and assessing their proposals, EUHLPAM energy adviser is bringing expertise from EU member states in energy policy implementation, including to respond to the need to attract serious investments as a priority for financing the Moldovan energy sector.

On *internal affairs*, there was and still is a strong commitment to develop strategic management (including operational, risk and change management) capabilities and an interest of international donors to provide support in this sense has been noticed. The Embassy of Sweden, for example, contracted DCAF-ISSAT to conduct a needs-assessment related to strategic management at the level of MIA. Romania and USA also proposed initiating activities in the same area, touching upon human resources management and career systems as well. On 10-13 November a team of DCAF experts came to Chisinau to discuss specific issues and details on the establishment of a specialized unit on strategic planning at the level of MIA central apparatus. This unit will be in charge for the overall strategy management process, covering strategic analysis, strategic planning project planning, project implementation, monitoring and evaluation, capacity building and horizontal and vertical communication and coordination. Also, the future unit will be the main counterpart of the team that will implement the project “Strengthening Strategic Management and Planning Capacity (SSMPC) of the MIA of the Republic of Moldova”, to be financed by Sweden.

At the same time, several EUHLPAM inputs are still pending an impact assessment. These examples include the Development Management Workshops for Customs Service (covering both their central office and seven regions). In the same line of thinking, the mission invests a sustainable effort in coordinating activities among various projects and donors aiming at creating well-coordinated DCFTA development assistance donor coordination network and developing working coordination formats to enable various bodies engaged in communication and information provision to private sector and general public on DCFTA to utilize available resources and capabilities efficiently.

**c. Selected line ministries and agencies are acknowledged as flagship institutions in the implementation of the EU – integration agenda**

In the context of Visa Liberalisation, among most prominent institutions this year were MIA and its subordinate bodies – GPI and BMA. Citizens’ trust in police is at its highest (source:

<http://unimedia.info/stiri/BOP.-Increderea-cetaenilor-in-poliie-se-afla-la-cel-mai-inalt-nivel-din-ultimii-12-ani-84679.html>) (although the methodology and assessment are not without their critics). To further strengthen the delivery of public services by police, their training is being revised with a new Center to be soon in place (US funded and EUHLPAM co-designed). With EUHLPAM support, a police officer will join the FBI training programme for a year, envisaging it as a regularly accessible programme for MD police officers.

The *education sector* performs above the overall average as resulted from the global Legatum Prosperity Index. In 2014 Moldova ranked 89th globally, with best performance (67th) in the education sub-index. According to the current legislation, the structure of the higher education system complies with the Bologna Process and is fully compatible with the European Higher Education Area. School optimisation and bacalaureat reform are among policy initiatives with the project support.

As it is the case with the two above mentioned indicators, the project will continue to invest its resources in producing expected results and will revert on impact in its next reports.

For a graphic view, table 3 summarises progress measured against logframe indicators, based on advisers’ reports (full text of advisers’ reports, Annex 7). On 14 out of 16 indicators the targets are exceeded.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Table 3: Summary of progress | | | | | | |
| *Purpose 1: Strengthen the policy making, strategic planning and policy management capacities of selected line Ministries and State Agencies involved in the implementation of the Association Agreement and visa liberalisation.* | | | | | | |
| Results | **Indicators** | | **Target** | | **Achieved** | **%achieved** |
| 1. Selected line ministries and state agencies produce better policies and strategic plans | 1. policy notes on policy implications and EU best practices | | 60 | | 99 | 165% |
| 1. draft policies and legal acts revised/elaborated for the implementation of the agenda | | 30 | | 79 | 263% |
| 1. selected line ministries and agencies submit timely contributions to Government Action Plan/planning documents | | All | | All | 100% |
| 1. strategic policy documents | | 25 | | 46 | 184% |
|  | | |  |
| 2. The policy management capacity of selected line ministries and state agencies is strengthened | 1. policy consultations events | | 25 | | 50 | 200% |
| 1. capacity building events on policy making | | 15 | | 54 | 360% |
| 1. policy notes on strengthened institutional capacity for policy making | | 15 | | 59 | 387% |
| 1. risk management methodologies approved and applied | | 15 | | 23 | 153% |
| 9. contacts with other projects/programmes/instruments on policy implementation | | 30 | | 81 | 270% |
| 10. Ex-post policy analysis methodology produced/upgraded | | 1 | | In progress | 50% |
| 11. Ex-post policy analysis interventions | | 15 | | 9 | 60% |
| *Purpose 2: Enhance stakeholders’ knowledge and awareness of EU policies, legislation and regulations in sectors strategic to the conclusion of the Association Agreement including the Deep and Comprehensive Free Trade Area, and to the implementation of visa liberalisation.* | | | | | |  |
| 3. Selected line ministries and state agencies are acknowledged as flagship institutions in the implementation of EU-integration agenda | 12. Networking activities between national authorities and EU institutions/EU members states institutions | 30 | | 42 | | 140% |
| 13. policy notes/reports to EUD | 30 | | 36 | | 120% |
| 14. policy notes on mainstreaming cross-cutting issues | 15 | | 27 | | 180% |
| 15. applications/fiches/ToR | 15 | | 49 | | 326% |
| 16. Exit Strategy | 1 | | 1 | | 100% |

The below analysis is a detailed presentation of targets achieved by objective. It also shows the demand and supply of advisory services by area.

***Specific Objective 1: Strengthen the policy-making, strategic planning and policy management capacities of selected line Ministries and State Agencies involved in the negotiation and implementation of the Association Agreement and visa liberalisation*.**

**Result 1.** **Selected line ministries and state agencies produce better policies and strategic plans**

* **Indicator 1: # policy notes on policy implications and EU best practices:**

In the reporting period, advisers reported on 99 policy notes on policy implications and EU best practices. The leading area is anti-corruption (with 24 notes) and energy (20 notes), followed by agriculture (8), customs (8) and food safety (7). More details – annex 8.

√ **Indicator 2. # Draft policies and legal acts revised/elaborated for the implementation agenda**

From May through November 2014, advisers reported inputs into 79 draft policies and legal acts. The leading area is food safety (25 legal acts), followed by energy (17 acts), education (9) and internal affairs (5). Full account - Annex 9.

**√ Indicator 3. # Ministries and agencies submit on time contributions to the Government Action Plan/planning documents**

On this indicator, main contributions centred around the National Action Plan for the implementation of the RM-EU Association Agreement (2014-2016), as specified in Annex 10.

**√ Indicator 4. # Strategic policy documents (strategies, policies, action plans, laws) informed by EUHLPAM advice**

46 strategies, policies, action plans and laws are informed by EUHLPAM advice in the reporting period. The lead beneficiaries in this respect are: NFSA (8), MIA (6), NAC, MoEdu, PGO (5 each). For further details - Annex 11.

**√ Indicator 5. # Policy consultations events**

From May through November 2014, EUHLPAM conducted and supported 54 policy consultation events. Most active areas include: food safety (12 events), education (7), PM office/energy and anti-corruption (5 each). For further details - Annex 12.

**√ Indicator 6. # Capacity building events on policy making**

On this indicator, most active areas are anti-corruption (15 events) and home affairs (11 events), justice (6 events) and education (4 events) of the total 54 events reported by all advisers (Annex 13). More details are also included in the below analysis on mainstreaming cross-sectoral issues.

**√ Indicator 7. # Policy notes on strengthened institutional capacity for policy making**

59 policy notes on strengthening institutional capacity for policy making were produced in the reporting period. Most active areas are anti-corruption and food safety (15 notes each). Police (5 notes), agriculture and taxation (4 notes each) follow. For more details - Annex 14.

**√ Indicator 8. # Risk management methodologies approved and applied**

Most active in respect of risk management methodologies proved to be the food safety area (13 methodologies reported as produced compared to 23 overall produced by all) (Annex 15).

**√ Indicator 9. # Contacts with other projects/programmes/instruments on policy implementation**

From May through November 2014, advisers reported to having performed 81 contacts with other projects/programmes/instruments on policy implementation. Most active areas are internal affairs (17), anti-corruption (13), food safety (10), followed by prosecution (6), environment and agriculture (5 each). For further details - Annex 16.

**√ Indicator 10. Ex-post policy analysis methodology produced/upgraded**

The project is in the process of drafting a common methodology for ex-post policy analysis. A team meeting (20.11.2014) laid the basis for the methodology based on team members experience and expertise. The team aims at delivering a final methodology by the end of February 2015.

**√ Indicator 11. # Ex-post policy analysis interventions**

Given that a number of policy management processes are more advanced in some counterpart institutions, 5 out of 15 institutions received policy advice on ex-post policy analysis interventions. This is the case of the NAC in particular accounting for 4 out of 9 reported interventions, followed by PM/energy, MoE, MIA, STI, MoEnv (Annex 17).

**√ Indicator 12. # Networking activities between national authorities and EU institutions/EU members states institutions**

Most active areas from networking point of view were anti-corruption (10), internal affairs (7), energy and environment (5 each) and food safety (4) out of total 42 networking activities. For further details - Annex 18.

**√ Indicator 13. # Policy notes/reports to EUD**

From May through November 2014, 36 notes/reports to EUD have been reported by advisers. Top areas in this indicator include: environment and internal affairs (5 each), education and anti-corruption (4 each) followed by energy and agriculture (3 each). More info - Annex 19.

**√ Indicator 14. # Policy notes on mainstreaming cross-cutting issues**

Of the total 27 policy notes mainstreaming cross-cutting issues, food safety (10 notes) and education are leading the way (8), followed by Customs (4), Environment and anti-corruption (2-each). For more info - Annex 20.

**√ Indicator 15. # Applications/fiches/ToR for policy implementation support**

Of the 50 applications, fiches and ToR for policy implementation support, most active initiatives have been pursued in the food safety area (11), followed by internal affairs and environment (7-each), anti-corruption (5), and agriculture (4). More information – Annex 21.

**Most active policy areas per project activities indicators are:**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **NFSA** | **9.** | **PGO** |
|  | **NAC** | **10.** | **TRANS** |
|  | **MIA** | **11.** | STI |
|  | **PM/energy** | **12.** | BMA |
|  | **MEdu** | **13.** | MoE |
|  | **MoEnv** | **14.** | GPI |
|  | **MAFI** | **15.** | MoJ |
|  | **CUST** |

**CROSS-CUTTING ISSUES:** **Human rights, Gender, Accountability and Environment Sustainability.**

Cross-cutting issues have been integrated both in the planning and reporting tools applied in the project. At this stage, the results of the mainstreaming monitoring is reported upon. A full human rights, gender, accountability and environment sustainability responsive evaluation will be presented in the final report.

While policy advice tends to focus on one cross-cutting issues, it is not unusual to find in advisers work comprehensive mainstreaming. For example in taxation, ISO 26000 standard is relatively new (published in 2010) and provides guidelines and assistance to organisations in implementing and maintaining sustainable development from the perspective of the social responsibility while addressing the following seven main areas: organisational governance, human rights, labour practices, environment, fair operating practices, consumer issues and not the least the community involvement.

***Human Rights***:

By mainstreaming human rights this report understands the process of integrating human rights and democratisation issues into all aspects of advice to policy and decision making and implementation (based on EC, Furthering Human Rights and Democracy across the globe, 2007).

The justice and rule of law cluster advisers have been the most active in mainstreaming human rights in policy making and implementation. On policy and MIA reform, respective inputs have been accounted for in the MIA Concept on the Prevention and Combating of the Corruption; the draft law for the modification of the Law of the Police, capacity building events (e.g. seminar on Career Systems in MIA; THB workshop).

Policy advice on Reduction of statelessness and naturalization, draft amendments to the law on asylum, administrative sanctions on foreigners, anti-discrimination and preventing hate-speech (in BMA info campaigns on migrants), participation in World Refugee Day are examples of mainstreaming human rights in policy advice on migration.

***Gender:***

EUHLPAM follows the “Manual for Gender Mainstreaming” (European Commission) in planning and reporting on gender mainstreaming as “Gender equality is a fundamental right, a common value of the EU, and a necessary condition for the achievement of objectives on growth, employment, and social cohesion”. The ENP progress report notes specifically *progress on gender equality* by Moldovan authorities.

Throughout the reporting period, advice on mainstreaming gender has been provided at all policy stages, from policy development to implementation and at capacity building levels (diagram 1).

***Environment sustainability***

Integrating environmental sustainability into development policy, planning and programmes is important for long term poverty eradication. The Introductory Statement of Commissioner designate Environment, Maritime Affairs and Fisheries, Karmenu Vella on the 29 September 2014, noted that improving the state of the environment cannot be delivered through environment policy alone and that the support of other sectors in mainstreaming environment into their policy areas was essential.

The mainstreaming of environment in other sector policies is only slowly emerging in Moldova. This is due to the fact that policy planning still follows a sector based approach. The Minister of Environment has sought to bring out change in respect of mainstreaming in a number of specific areas including (I) the promotion of an integrated approach to Sustainable development (II) the Green economy (III) Climate Change.

Advisers promote in their policy advice mainstreaming of environment sustainability. Examples include in particular, the transport sector, food safety, agriculture, energy, customs, taxation (more – see annex 20). Yet, a need for a more systemic approach is assessed as needed. Therefore, for the next project period, under the guidance of the adviser to the MoEnv, an internal session on best practices in environment mainstreaming will be organised to secure uniform and sustained approach across counterparts. Secondly, the MoEnv adviser is promoting dialogue in 2015 with the MoE’s Regulatory Impact Assessment and business committee with the aim of developing mutual understanding and a balanced approach to environmental regulation and economic development.

# 6. PROJECT MANAGEMENT AND VISIBILITY

UNDP Project management:

The UNDP Portfolio manager ensured the overall coordination and supervision to provide the highest quality of delivery.

The project team is composed of three positions: project manager, project assistant and project driver/clerk.

A new project assistant has been competitively recruited and joined the project on 27 January 2014. She was offered a position in another project in October. As a result of another competitive process, a new assistant joined the mission on 22 October 2014.

Visibility

The project implements the ***Visibility and Communication Plan*** approved at the beginning of action to secure uniformity in advisers’ actions. A local communication expert has been hired as of 24 October 2014 to bring the project visibility to new levels, foster our counterparts’ communication abilities and improve the quality of our coordination on communication levels with EDU. A counterparts’ communication needs assessment has been performed in November 2014. Based on over 30 interests manifested from 10 counterparts, a training concept was designed and it is in process of implementation. Training sessions on general communication tools and approaches will be complemented with technicalities of communication for certain institutions (e.g. GPI) and areas (DCFTA communication).

Moreover, an internal meeting on Communication & Visibility Best Practices was held with the involvement of EUD Project Manager on Communication. A discussion of project’s best practices and existing needs proved to be necessary from the point of view of increasing project’s visibility. In the same line of ideas, the proposed training concept was presented and EUD Project Manager on Communication expressed her availability and willingness to take part in the training and deliver one of the sessions.

The project maintains the website [www.euhlpam.org](http://www.euhlpam.org) to reach a wider national and international audience. EUHLPAM is regularly featured in the EUD monthly newsletters. In addition to that, the project intends to launch a Facebook page, in order to make even further utilized the existing opportunities to increase its transparency and raise awareness on the achieved outcomes

In the reporting period of the total 30 project events, 20 events involved ministries and agencies. The leading beneficiary of EUHLPAM supported events is the Customs Service (9 events), followed by MIA (7), NAC (3), Ministry of Environment (1), BMA (1), NFSA (1), STI (1) (annex 22).

Budget

The first instalment of 1,448,789 Euro has been solicited on 8 January 2014. As the report date, the project spent 75,83% of first tranche (annex 23).

At this stage, the project envisages a need to allocate up to 15% to line 2. Management Costs, given the high demand for EU visibility actions and events. A formal communication will follow, if need be.

# Annex 1: Risk Management Plan

|  |  |  |  |
| --- | --- | --- | --- |
| **Description of risk** | **Type and Category** | **Risk management actions** | **Update & Remedies** |
| The work of the Government and Parliament is disrupted by elections or political disputes | Political/ Medium to High | High level advisers are focused on key policies and strategies of national interest and will prioritize advice on European integration related reform agenda | * Two ministers’ changes this year. More expected as a result of this year parliamentary elections. * Mitigation strategy: enhance cooperation with deputy ministers, state secretaries, senior staff. * Maintaining type and category, with potential to increase to High, pending elections outcomes. |
| Lack of institutional, technical and human resource capacities and high staff turnover result in a failure to absorb the available assistance efficiently and effectively | Operational / Medium | Encourage decision makers to enable a motivating environment; ensure involvement of more than one person in activities designed; create and maintain records both with the beneficiary and the project. | * Management development designed and implemented at Customs Service covered over 200 staff at middle and lower level management, with potential of cascading. None of advisers works exclusively with the top decision maker. * Mitigation: maintain up-to-date records of work produced. Multiply communication upwards and downwards. * Maintaining type and category. |
| Weaknesses in the legislative process, compounded by inadequate co-ordination between the Government and the Parliament, inhibits the timely and efficient adoption of the policy, legislative, regulatory and institutional recommendations offered by the EUHLPAM | Political/  Medium to High | The Mission advisers are also engaged in provision of advice on internal and inter-agency communication and coordination. An assessment of weaknesses at each beneficiary will be followed by an action plan to address them. | * Each adviser is asked on a monthly basis to assess coordination weaknesses and propose mitigation strategies. DCFTA implementation brings additional demands. * Mitigation: inter-advisers cluster help smoothen malfunctionings. Regular partners and coordination meetings, data bases and regular info channels contribute to coordination. * Maintaining type and category. |
| Officials are resistant to the proposed policy, institutional and operational changes | Operational/  Medium | The project document is signed by the Prime Minister and is thus creating the needed cooperation framework. Constant open dialogue in a tri-party context is to be created and maintained at each beneficiaries’ level. | * Although the degree of commitment seems to vary from beneficiary to beneficiary, there is no reported case of resistance to change. The involvement of the MFAEI contributed considerably to promoting change. An internal alert system works fine. * Mitigation: continue to involve MFAEI on prevention side. * Maintaining type and category. |

## 

# Annex 2: Best Practices

**EUHLPAM Best Practices in policy advice**

Identified at the EUHLPAM Team Workshop, 27 September 2013 and revisited on 4 July 2014

**I. Quality of Advisers**

1. Expected qualifications, skills and qualities of high level advisers include: technically relevant experience & maturity, analytical skills, ability to become a partner and a sounding board (e.g. for testing strategies/theories), ability to present options, not patronising, a team player, flexible, trustful, loyal, honest and a guardian of confidentiality, sense of humour, ability to see things in a perspective, impartiality, objectivity, staying well informed on latest developments.

a. E.g. on levels of flexibility expected: adjust to work plans, strategic interests of the beneficiary; act as a bridge between the EUD and the beneficiary; seek EUD support and highest attention; adapt to beneficiary’s deadlines.

2. Advisers observe full transparency on what is told to all parties concerned to maintain trust. A mechanism to avoid conflict of interests is needed.

3. High level advisers use the full flexible range of tools and methods to convey the policy message: verbal, emails, policy notes.

4. Involve local expertise to bring added value to the existing knowledge.

5. Enhance open communication channels with different specialist at different level from the beneficiary Ministries.

6. High level advisers to maintain impartiality during the elections period.

**II. Adviser’s role within EUHLPAM**

7. It is important to involve beneficiaries in the recruitment of advisers, based on a needs assessment performed by authorities.

8. All partners need to be clear on high level advisers’ role.

9. A high level adviser is an adviser to the institution, not only to the minister/head of agency

10. Advisers play an important role in networking and coordination (cooperation with all internal units of the beneficiary; facilitate, advocate within the network of line institutions, create and maintain network of all external stakeholders; participation to regular high level staff meetings).

11. High level advisers play a catalyser role in donor support facilitation: to optimize external donor support; to plan activities for Donor’s Country Strategy; identify support the projects’ implementation.

12. On ownership and sustainability, the advisers’ role is to cultivate the ownership of policy / reform; coach the beneficiary to understand the importance of ownership; coach in policy making; use different methods of coaching for sustainability.

13. High level adviser will increase project visibility by promoting project activities.

14. Advisers will use the BBM to share relevant information among themselves on a regular basis.

**III. Interaction with EUD**

15. A high level adviser observes EU guiding principles and values in policy advice.

16. An adviser needs to bear in mind that an implementation agency/mechanism, in line with EU vision, is important for EUD.

17. Clear guidance from EUD on general and specific agenda helps in policy advice.

18. A regular or on-the-need basis communication with EUD (at both political and programme/project level) is important.

19. Regular meetings with EUD on political issues, including meeting with EU Ambassadors.

\*\*\*\*

**BEST PRACTICES IN COMMUNICATION AND VISIBILITY FOR FURTHER ACTION18 JULY 2014**

*Objective:* How do we make best practices live? Link it to the EUHLPAM Communication and Visibility Plan.

*How to* (groups’ proposals and suggestions):

1. Share among ourselves the events plans (use the Gmail calendar)

2. Invite each other as guest speakers to events organised

3. “Meet the EU adviser” events with journalists. *Other opinions*: not welcoming the idea. Follow the Mission’s Code of Conduct.

4. Regular inputs from advisers to euhlpam.org

5. Place EUHLPAM banner on the Ministries/beneficiaries web-pages. Some see it useful to have the adviser’s contacts on the Ministry web site. *Others*: caution against potential third party undesirable contacts.

6. Remain invisible. There are ambiguities. Invisibility is strength.   
*Other opinions*: Be visible. It goes with accountability. See also p. 3 above. Bear in mind the Exit Strategy.

7. Promote EU visibility, ideals and values, not advisers’ visibility.

8. Use public consultations to bust European Integration myths.

9. Involve wider/broad stakeholders to explain EU.

\*\*\*\*

**BEST PRACTICES ON DONORS COORDINATION EVENTS, CO-ORGANISED BY EUHLPAM (September 2014)**

1. **Optimising Donor Events**

* Do your homework!
* develop strategies to increase funding capacity and maximize donor relationships
* Develop strategies to maximise working relationships with donors
* An individual champion
* Research and analyse new donor prospects and new opportunities with existing donors

1. **Participants**

* Invite lead-stakeholder: the State Chancellery and/or MFAEI/MoEconomy/MoFinance (per relevance)
* Target the donors: and search for new potential donors for donor events
* A well respected and respectful moderator
* Organising institution representatives shall be in minority (numerically) otherwise dominates/gives an impression of an internal meeting
* Invite the appropriate/proper staff from the Ministry involved in the main processes

1. **Promoting EU Visibility**

* Respect and promote EU visibility:
* Always invite EUD,
* Project banner,
* visibility materials,
* acknowledge EU in introductory remarks and closing statements

1. **Agenda and Arrangements**

* Keep the Agenda short!
* Circulate a draft invitation at the earliest opportunity
* Identify speakers as soon as possible, and confirm that they know when they are speaking, with whom, and in what order.
* Good time management shows respect
* Venue will impact on perception of meeting
* Provide space and/or framework for both formal and informal communication during event
* Chairperson: Strong, inclusive, 100% involved national chairperson ( And/or Champion see above)
* Spell out the objective: "By the end of this session, we will achieve/conclude/agree....”
* Divide the agenda: presentation-discussion-presentation-discussion. Works better as compared to presentation and discussions at the end

1. **Supporting Materials**

* Identify the main gaps and/or main potential support areas, in advance of the meeting
* Prepare, if possible, an analytical tool for dependencies and gaps identified and for ease of use/reference: a matrix is often used for this purpose

1. **Presentations**

* Prepare a short presentation of the current situation within the Ministry /presentation of the current strategic documents / needs assessment/ current evaluation
* Seek an optimum combination of strategic and technical issues for best outcomes
* Ensure presentations have concrete conclusions
* In case of Adviser’s contribution at the event, do it in pairs: adviser-counterpart (builds capacity and ‘ownership’ )

1. **Follow Up**

* Identify and present main contact persons for further communication (usually Deputy Minister) at the event
* Prepare a press release and photos for the web-pages (Ministry, EUD, EUHLPAM)
* Circulate main conclusions and minutes of the meeting right after the meeting
* Collect participants feedback right after the event and process it for further events
* Communicate before and more importantly – after the meeting,
* Arrange follow up meetings with donors
* Use all means to foster strong communications with donors attending events
* Consider Coordination Newsletter to maintain communication /relations between donor meetings with the most important achievements set out.

# Annex 3: Log frame

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Indicators** | **Means of verification** | **Assumptions** |
| **Objective/wider goal:** *The overall objective of the project is to support the Government to implement its EU-integration related reform Agenda and in particular to assist the Government in developing the capacities required for the implementation of the Association Agreement, including the Deep and Comprehensive Free Trade Area, as well as the Visa Liberalisation Action Plan.* | EU integration related agenda and policies are approved and applied  EU integration related institutions and capacities are created/strengthened  Decisions on institutional arrangements are approved and bodies are functioning | Reports of the European Commission  Approved, applied and reported on national policies and decisions |  |
| **Purposes:**  1. *Strengthen the policy-making, strategic planning and policy management capacities of selected line Ministries and State Agencies involved in the implementation of the Association Agreement and Visa Liberalisation*  *2. Enhance stakeholders’ knowledge and awareness of EU policies, legislation and regulations in sectors strategic to the implementation of the Association Agreement including the Deep and Comprehensive Free Trade Area, and to the implementation of visa liberalisation* | Selected line ministries and state agencies produce better policies and strategic plans  The policy management capacity of selected line ministries and state agencies is strengthened  Selected line ministries and state agencies are acknowledged as flagship institutions in the implementation of EU-integration agenda | State Chancellery/Inter-ministerial Committee for Strategic Planning, Parliament assessments  Reports of the European Commission  Reports of International Organisations  Civil society, academic and private sector reports | The European Union and the Government of the Republic of Moldova remain committed to the finalisation and implementation of an Association Agreement and the European Union continues to provide financial and technical support to achieve these goals.  The Government of the Republic of Moldova continues to pursue its wider reform agenda in order to achieve its foreign policy goals of closer political and economic ties with the European Union |
| **Output:**  The project purposes are going to be achieved by provision of EU High level policy advice to selected line Ministries and State Agencies and an increased exposure to EU policies, legislation, regulations and best practices. | 15 high level policy advisers recruited and deployed  Support activities (translations, local expertise, events) organised and provided | Minutes of Project Steering Committees  Project Reports | The selected line ministries and state agencies will support the recruitment process with timely inputs |
| **Activities:**  To achieve the project’s output, the project will:   1. Raise stakeholders’ awareness of the policy implications of the Government’s reform agenda and the AA negotiation and implementation processes; 2. Acquaint the national authorities with different policy options; 3. Provide the beneficiaries with examples of EU best practice; 4. Assist in the identification of policy and legislative priorities; 5. Support the national authorities to draft policy papers, together with strategies and Action Plans for implementing the policies; 6. Assist the national authorities during the policy consultation process; 7. Strengthen the institutional capacities of the beneficiary institutions to design, manage and monitor policy; 8. Support the national authorities to design and apply risk management principles and tools; 9. Liaise with other projects/programmes/ instruments to ensure synergy, to promote effective downstream implementation of the policies and to avoid overlap and duplication; 10. Advise on the development of formal mechanisms to ensure that feedback from policy implementation is duly taken into consideration during the design phase of future policies; 11. Support the national authorities to network with EU institutions through the EU Delegation to Moldova; 12. Provide sectoral advice and report to the EU Delegation whenever requested. 13. Advise the national authorities to prepare the formal applications/fiches/Terms of Reference for policy implementation support from other EU instruments 14. Provide support for the Action’s exit strategy | 60 policy notes elaborated on policy implications and EU best practices  30 draft policies and legal acts revised/elaborated for the implementation agenda  All selected line ministries submit timely contributions to Government Action Plan/planning documents  25 strategic policy documents (strategies, policies, action plans, laws) informed by EUHLPAM advice  25 policy consultations events organized  15 capacity building events on policy making organized  15 policy notes on strengthened institutional capacity for policy making  15 risk management methodologies approved and applied  30 contacts with other projects/programmes/instruments on policy implementation  1 ex-post policy analysis methodology produced/upgraded  15 ex-post policy analysis interventions  30 networking activities between national authorities and EU institutions/EU Member States institutions  30 policy notes/ reports to EUD  15 policy notes on mainstreaming cross-cutting issues  15 applications/fiches/ToR  1 exit strategy based on, where relevant, sectoral mainstreaming proposals (by 04.2014) | Project Reports  National Documents and Reports  Reports of the European Commission | The Government of the Republic of Moldova will continue to facilitate access by the EUHLPAM to the key decision-makers (Ministers, Deputy Ministers, Directors) within selected Ministries and State Agencies  The policy advice delivered by the EUHLPAM is reflected in the policies adopted by the Government of the Republic of Moldova; the legislation enacted by the Parliament and is promoted, implemented and enforced by the relevant State structures.  The beneficiary institutions will provide adequately equipped and furnished office space for the advisors |

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# Annex 4: Advisers Work Plans (separate doc)

# Annex 5. Steering Committees Minutes

**Minutes**

**EUHLPAM Steering Committee**

**7 May, 2014 10:00**

**Le Roi, Conference Room 2, 3rd floor**

**Agenda**

**1.** Review and lessons learnt from the selection process

**2.** Discussion on the remaining vacancy

**3.** Management of the project:

**3.1** Guiding principles of cooperation and interactions between MFA and advisers

**3.2** Recruitment of local expertise/national experts

**3.3** Guidance on the programme's exit strategy, per the requirements of the DoA

**4.** AOB

**Participants:**

Iulian GROZA, Deputy Minister, Ministry of Foreign Affairs and European Integration

Daniela CUJBA, Head of European Integration General Division, MFAEI

Danielle KEULEN, Deputy Head, Operations, Delegation of the EU to Moldova

Hubert DUHOT, Attaché, Project Manager, Delegation of the EU to Moldova

Alla SKVORTOVA, Assistant Resident Representative, Portfolio Manager, UNDP

Oxana GUTU, Project Manager, EUHLPAM

Lina ACALUGARITEI, Project Assistant, EUHLPAM

**1.** **Review and lessons learnt from the selection process**

Here were greetings by MFA and EU and appreciation of the finalized recruitment process and deployment of Advisors. To-date, 14 positions are filled in. One position remains vacant.

EUD: The recruitment process was appreciated as fair and transparent, in line with UNDP procurement requirements. Next selection processes would benefit from even more thoroughness in terms of matching the qualifications of the candidates with the job requirements and eligibility criteria.

The National Project Coordinator, Mr Groza, conveyed overall satisfaction with the recruitment process in their observer capacity and expressed readiness for a more proactive related role in the future.

**2.** **Discussion on the remaining vacancy**

The recruitment for one position (Communication) yielded no relevant candidate meeting the technical qualification criteria, in spite of two rounds of the recruitment. It was suggested that this position could be re-allocated. The participants tabled several options for further discussions, including Superior Council of Magistracy, Police, Decentralization, ANSA, Health, or Labour areas.

The National Project Coordinator, Mr Groza, expressed availability to coordinate internally in the Government the decision on the optimum area to allocate the vacancy. EUD emphasized the following criteria to be considered in this context: alignment to the European Integration agenda, avoiding overlapping with other EU-funded TA projects and responsiveness to upcoming budget support programmes.

Based on a mutually acceptable option, once decided upon, the project will proceed with the recruitment.

**3.** **Management of the project**:

**3.1** Guiding principles of cooperation and interactions between MFA and advisers

MFAEI expressed the view of having an induction meeting with advisers, followed by regular interactions, including through joining advisers’ regular meetings. EUD supported this approach.

Mr Groza emphasized the cooperation and synergies opportunities arising from the deployment of EUHLPA and high level advisers on the Security Sector Reform/SSR, also supported by EU, including through a potential task force between EUHLPA working in justice and law enforcement areas and SSR advisers.

In addition to that, the SC members welcomed the revised approach, presented by the EUHLPAM project manager, to advisers’ performance evaluation, designed to include at this stage the MFAIE, the EUD, sectorial project managers from the EUD, the UNDP and the EUHLPAM project manager.

The EUHLPAM project manager stands ready to continue to facilitate any appropriate arrangement for an efficient cooperation.

**3.2** Recruitment of local short term experts

The EUHLPAM project manager presented a projected approach to the recruitment of local experts, following the Description of Action/DoA guiding principles. Namely, each adviser will submit, part of their inception report, their proposal for identified local short term expertise needs, in agreement with each beneficiary. The project will organize the clearance of ToR with the Steering Committee (SC), upon receipt of all advisers’ proposals. The project manager also informed the SC of the two preliminary needs for local expertise identified already by advisers for the Ministry of Education and Ministry of Environment.

The proposed approach found SC members support, with the understanding that it will be done in a concerted way to place a minimum time demand on SC members, although exceptions might occur when urgent demands arise.

MFAEI proposed a communication local expert, the scope of work of which would include all EUHLPAM beneficiaries. The proposal found full SC members support. The project will coordinate the ToR for this position and submit it for SC approval.

**3.3** Guidance on the programme's exit strategy, per the requirements of the DoA

The EUHLPAM project manager sought the SC advice and guidance on the project’s exit strategy, per the requirements of the DoA and presented the following approach: each adviser is asked to reflect in his/her inception report on mainstreaming and consolidating policy advice into existing and planned EC assistance initiatives. These proposals will be consolidated and submitted to the SC for review. The proposed approach found full SC support.

Both EUD and MFAEI also emphasized the need for advisers to mentor, coach, train beneficiaries in view of policy management capacity building in the implementation of the AA and VL.

**Next agreed steps:**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **what** | **who** | **timeline** |
| 1. | The SC to revert on optimum allocation of the EUHLPA vacancy | upon MFAEI confirmation | 18.05.2014 |
| 1.1. | Launch the recruitment on the above | EUHLPAM | 20.05.2014 |
| 2. | draft ToR for local communication expert and seek SC clearance on this and potentially other local expertise needs | EUHLPAM | asap |
| 3. | Common MFAEI-EUD-UNDP-advisers inception meeting | EUHLPAM | Week 19-23 May |

**Signatures:**

Iulian GROZA,

Deputy Minister, Ministry of Foreign Affairs and European Integration

Daniela CUJBA,

Head of European Integration General Division, MFAEI

Danielle KEULEN,

Deputy Head, Operations, Delegation of the EU to Moldova

Hubert DUHOT,

Attaché, Project Manager, Delegation of the EU to Moldova

Alla SKVORTOVA,

Assistant Resident Representative, Portfolio Manager, UNDP

Oxana GUTU,

Project Manager, EUHLPAM

Chisinau, 8 May 2014

**Minutes**

**EUHLPAM Steering Committee**

**15 October, 2014 10:00-11:30 am**

**Le Roi Building, Conference Room, 3rd floor**

**Agenda:**

**1.** **Project progress to date and areas for improvement** (Project manager, all)

**2.** **Advisers performance evaluation:** approach and next steps (Project manager, all)

**3**. **Local expertise**: proposals from advisers and beneficiaries (Project manager, all)

**4**. **Advisers proposal on the Exit/Sustainability Strategy**, as required by the Description of Action (will be circulated in advance)

**5**. AOB

**Participants:**

Iulian GROZA, Deputy Minister, Ministry of Foreign Affairs and European Integration

Daniela CUJBA, Head of European Integration General Division, MFAEI

Tatiana MOLCEAN, Head of Division for Economic and Sector Cooperation with EU, MFAEI

Danielle KEULEN, Deputy Head, Operations, Delegation of the EU to Moldova

Jordi RODRIGUES RUIZ, Project Manager, Delegation of the EU to Moldova

Narine SAHAKYAN, Deputy Resident Representative, UNDP

Alla SKVORTOVA, Assistant Resident Representative, Portfolio Manager, UNDP

Oxana GUTU, Project Manager, EUHLPAM

In *opening remarks*, Mrs Narine Sahakyan welcomed all participants and asked for any additional issues and/ or comments on the meeting's agenda distributed in advance. All agreed to follow the proposed agenda.  
Mrs. Danielle Keulen, EUD, highlighted satisfaction with the EUHLPAM progress to date and the increased level of interaction achieved between EUD and advisers. These were echoed by Mrs Narine Sahakyan updates on increased project visibility (e.g. latest coordination meetings with counterparts from the Tax Inspectorate, BMA, Ministry of Environment) and counterparts’ satisfaction with short term local expertise supported by the project. MFAEI representatives appreciated the communication channels and the level of interaction established between the project and their institution.

**1.** **Project progress to date and areas for improvement**

The Project Manager reported on full compliance with actions and decisions agreed at the previous Steering Committee meeting (7 May 2014): the mission is at its maximum capacity with all vacancies filled in and short term local experts in place as agreed. Mr. Jordi Rodriguez Ruiz’s question on the status of the local expert on Communication for the entire mission was clarified with latest updates on the final procurement phase for the successfully identified candidate. The project manager updated the Steering Committee on coordination with the EU EEAS High Level Advisors with a team meeting planned on 23 October with Mr Alexander Reuter’s participation. Mrs Danielle Keulen suggested involving all three security and defense advisers, upon their availability and presence in town.

Mr Jordi Rodriguez Ruiz appreciated the regular sharing of consolidated advisers’ reports and EUHLPAM events’ calendar.

**2.** **Advisers performance evaluation:** approach and next steps

The project manager proposed to the SC the template and 360 degree approach to this year evaluation of advisers' work. The form was approved with a supplement proposed by Mr Rodriguez Ruiz on "adviser’s contribution to sustainability of policies”. Mrs Tatiana Molcean asked for clarifications on the objective of the evaluation and its potential use for other exercises involving future EUHLPA activity. The objective of evaluations is to learn where the adviser and the Mission need to improve and to inform the subsequent decision making on counterparts’ needs in view of the project’s exit strategy. The project manager received mandate to start the evaluation process in the week of 20 October and send invitations to participate in the exercise to each counterpart, the EUD and MFAEI. The decision to launch the process earlier this year is determined by upcoming elections.

**3**. **Local expertise**: proposals from advisers and beneficiaries

The Steering Committee cleared the ToR for a short term anti-corruption expert on developing guidelines on reporting and securing evidence in active corruption for the NAC.

The two ToR from the NFSA are subject for further check given similar requests to other donors. Mrs Tatiana Molcean outlined the importance of having the local experts working on the audit for NFSA in view of upcoming EC missions in November. The project manager will request additional information and confirmations from the requesting adviser and the Support to MFAEI project/UNDP.

**4**. **Advisers proposal on the Exit/Sustainability Strategy**

The draft Exist Strategy was circulated in advance of the meeting. Mr Groza outlined the need for a sustainable phasing-out, aiming at bridging the gap between the end of this programme and next planned interventions, which will probably start in 2016. The context is now favourable to fostering the return on investment facilitated by a better counterparts’ understanding of the role of advisers, in particular in view of capacity building regarding AA commitments. Based on the above, Mr Groza called for a continuation of the EUHLPAM, either as a cost-extension or as the project next phase based on the changing needs for the strategic advice and gaps in the assistance provided or planned for the nearest future to particular sectors. His statement was followed up by EUD cautiously positive, and Tatiana Molcean that mentioned about possible availability of funds for this under 2012 funding. In designing a gradual phasing out of the mission, Mr Groza launched an invitation to consider all factors, including the results of this year advisers’ work evaluation and the country’s progress in priority areas for AA implementation. The next phase/continuation would be based on: adherence to the mission’s objective – i.e. strengthen the policy making, strategic planning and policy management capacities; level of institutions’ capacity to implement AA commitments; critical mass of funding under other instruments. EUD representatives responded with the need to perform a technical feasibility and funds availability check and to build the case for the decision makers at EC.

The Steering Committee decided to reflect the above views on sustainable phasing out in the draft Exit Strategy and to start building the case in this respect.

**Next agreed steps:**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **what** | **who** | **timeline** |
| 1. | Check potential duplication on ToR local experts to NFSA | Project manager | 17.10.2014 (clarified and solved; no objections to proceed) |
| 2. | Publish ToR local expert to NAC | Project manager | 17.10.2014 |
| 3. | Launch advisers’ performance evaluation | Project manager | Commencing with 20.10.2014 |
| 4. | Revisit draft Exit Strategy to reflect the Steering Committee’s views | Project manager, with contributions | Upon feedback from EUD; the performance evaluation and an institutional needs assessment |
| 5. | 12 month Progress Report | Project manager | January 2015 |
| 6. | New phase/continuation | all | January 2015 |

**Signatures:**

Iulian GROZA,

Deputy Minister, Ministry of Foreign Affairs and European Integration

Daniela CUJBA,

Head of European Integration General Division, MFAEI

Tatiana MOLCEAN, Head of Division for Economic and Sector Cooperation with EU, MFAEI

Danielle KEULEN,

Deputy Head, Operations, Delegation of the EU to Moldova

Jordi RODRIGUES RUIZ,

Project Manager, Delegation of the EU to Moldova

Narine SAHAKYAN,

Deputy Resident Representative, UNDP

Alla SKVORTOVA,

Assistant Resident Representative, Portfolio Manager, UNDP

Oxana GUTU,

Project Manager, EUHLPAM

v. 21.10.2014

# Annex 6: EUHLPAM consultants

|  |  |  |  |
| --- | --- | --- | --- |
| **Advisers** (all with contracts up to 30 June 2015) | | | |
| **No** | **Name** | **Position** | **start date** |
|  | Gabriel Sotirescu | Adviser to the Ministry of Internal Affairs | 10 April 2014 |
|  | Breda Howard | Adviser to the Ministry of Environment | 10 April 2014 |
|  | Alexandru Sandulescu | Energy Policy Adviser to the Prime Minister | 14 April 2014 |
|  | Dragos Ciuparu | Adviser to the Ministry of Education | 22 April 2014 |
|  | Francis John Ferguson | Adviser to the Customs Service | 24 April 2014 |
|  | Londa Esadze | Adviser to the National Anti-Corruption Center | 30 April 2014 |
|  | Isabelle Mihoubi-Astor | Adviser to the Director of Bureau for Migration and Asylum | 30 April 2014 |
|  | Lucian Boncea | Adviser to the National Food Safety Agency | 05 May 2014 |
|  | Zidkovs Andulis | Adviser to the Ministry of Transport and Road Infrastructure | 05 May 2014 |
|  | Waldemar Sochaczewski | Adviser the Ministry of Agriculture | 05 May 2014 |
|  | Peter Menhard | Adviser to the Chief of the Main State Tax Inspectorate | 05 May 2014 |
|  | Ausra Raulickyte | Adviser to Ministry of Justice | 05 May 2014 |
|  | Virginijus Sabutis | Adviser to the General Prosecutor Office | 07 May 2014 |
| **14.** | Daniels Pavluts | Adviser to the Ministry of Economy | 22 May 2014 |
| **15.** | Marian Tutilescu | Adviser to the Police Inspectorate | 20 Aug 2014 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Local short term experts** | | | | |
| **No** | **Name** | **Assignment** | **Nr. days** | **Contract duration** |
|  | Ludmila Gofman | Environment Transposition and Implementation Assessment | 15 | 12 June -15 August 2014 |
|  | Veaceslav Cirlig | Personal data protection, Bureau to the Migration and Asylum | 30 | 18 August- 31 October 2014 |
|  | Aurelian Rotaru | Agriculture and Food Safety | 70 | 18 August 2014-30 June 2015 |
|  | Lilia Ionita | Corruption Prevention legislation, Ministry of Justice | 40 | 20 August- 31 Dec 2014 |
|  | Liliana Damaschin-Rughina | Management Development, Customs Service | 65 | 22 August 2014-30 June 2015 |
|  | Dumitru Caragia | Institutional reorganisation cost assessment, MoEnvironment | 55 | 26 August – 31 October 2014 |
|  | Olga Demian | Integrity, GPO | 60 | 23 October 2014-30 Jan 2015 |
|  | Iana Pustovaia | Communication expert | 120 | 24 Oct 2014-30 June 2015 |
|  | Raisa Botezatu | Short term anti-corruption expert, NAC | 35 | 6 November - 30 Jan 2015 |
|  | Sorin Tolea | Procedures for implementation of the internal audit system at the National Food Safety Agency | 40 | 12 Nov. 2014-30 Jan 2015 |
|  | Tatiana Mogus | Procedures for accreditation according with ISO 17025 standards for laboratory method for detection and identification of Salmonella | 40 | 18 Nov 2014-30 January 2015 |

# Annex 7: Advisers Reports (separate doc)

# Annex 8: Policy Notes on policy implications and EU best practices

|  |  |
| --- | --- |
| Annex 8. Policy notes on policy implications and EU best practices | Beneficiary |
| 1. Policy Note on the strategic options of Russian Federation in energy policy, in the new political context (based on public information) April 2014 | PM |
| 1. Policy Note on the Second Energy Package transposition and needs regarding Third Energy Package transposition, May 2014 | PM, MoE |
| 1. Position paper on ANRE’s proposals of electricity market rules, June 2014, revised November 2014 | PM, ANRE |
| 1. Policy Note on Polish proposals regarding an Roadmap towards an Energy Union for Europe – Non-paper addressing the EU energy dependency challenges, June 2014 | PM, MoE |
| 1. Policy Note on promoting renewable energy sources, June 2014 | PM, MoE |
| 1. Policy Note on the Romanian National Electricity Development Plan 2014 – 2023 and the need of coordination on Republic of Moldova side, July 2014 | PM, MoE |
| 1. Policy Note on best practices on auctioning interconnection capacity of gas cross-border infrastructure, July 2014 | PM, MoE |
| 1. Policy Note on gas transit tariffs, on integration of the gas transit activity into the domestic transport of natural gas, August 2014 | PM, MoE , ANRE |
| 1. Policy Note on end user prices of gas in Romania and other EU member states, to be used in gas price negotiations on gas imports from EU, August 2014 | PM |
| 1. Policy Note on best practice in issuing a winter energy programme, August 2014 | PM, MoE |
| 1. Policy Note with possible measures to increase Republic of Moldova’s resilience in case of gas supply disruptions, August 2014 | PM, MoE |
| 1. Analysis of the Romanian gas market, transmission tariff calculation, regulatory environment applicable to exports in RM through the Iasi – Ungheni interconnector, August 2014 | PM, MoE |
| 1. Advice on the possible gas supply from Romanian companies Romgaz and Petrom, August 2014 | PM, MoE |
| 1. Policy Note regarding the priorities on electricity interconnection, September 2014, (revised October 2014 after discussions w RO) | PM, MoE |
| 1. Assessment and dissemination of the conclusions of the RO study regarding the functioning of the electric network in an asynchronous interconnection with RM’s network elaborated by Tractebel Engineering, October 2014 | PM, MoE |
| 1. Policy Note on differences in synchronous vs asynchronous electricity interconnections, October 2014 | PM, MoE |
| 1. Policy Note on the transposition of the Third Energy Package on natural gas, October 2014 | PM, MoE |
| 1. Note on the electricity spot market coupling of RO – HU – SK and CZ (Market coupling started on 19th of November), November 2014 | PM, MoE |
| 1. Policy Note on the need for a long term development plan of Moldelectrica, November 2014 | PM, MoE |
| 1. Note on the electricity network development proposals made by Energy Institute of the Academy, November 2014 | PM, MoE |
| 1. implementation of the selected strategic directions on implementation of the Action Plan of the Justice Sector Reform Strategy for 2011-2016, by establishing a new Unified System of Performance Indicators for all institutions involved in criminal justice (Pillow No II, act. 2.4.3) (05-11.2014). | PGO |
| 1. EU best practices on creating and leading of groups for criminal prosecution, performed for GPO (05.2014). | PGO |
| 1. Rules for inter-institutional common groups for criminal prosecution (06.2014). | PGO |
| 1. EU best practices on investigation and prosecution of corruption crimes, performed for Anticorruption Prosecutor’s office (07.2014). | PGO |
| 1. best practice concerning the Specialization system for prosecutors in GPO (Pillow No II, activities No. 2.2.5) and the internal legal act to regulate this process (07.2014). | PGO |
| 1. Presentation of EU best practices on performing psychiatric expertise regarding arrested persons (08.2014). | NAC |
| 1. Presentation of EU best practices for the investigation and prosecution of the public service crimes (09.2014). | NAC |
| 1. Presentation of EU best practice and legislation implementing to Penitentiary policy of the Convoy area (11.2014). | NAC |
| 1. Presentation of EU best practices on Arrest of the pre-trial investigation stage (11.2014). | NAC |
| 1. Table of concordance of the definition of public official in Moldova's legislation – May 2014 | NAC |
| 1. Comparative review of terms and definitions in Moldova’s anti-corruption legislation – May-June 2014 | NAC |
| 1. Comparative review on the definitions of the conflict of interest in legislations of foreign countries - May-June 2014 | NAC |
| 1. Review of the EU Convention on Protection of the EU financial interests – June 2014 | NAC |
| 1. Review on compliance of the Criminal Code of Moldova with the EU Convention on protection of the EU communities funds in relation to fraud; July-August 2014 | NAC |
| 1. Sample legislation of the EU and EU candidate countries on the confiscation and asset recovery – June-November 2014 | NAC |
| 1. Overview of the Anti-Corruption law-enforcement agencies in Europe - July 2014 | NAC |
| 1. Confiscation and asset recovery system in Italy – July-August 2014 | NAC |
| 1. Review of anti-corruption strategies of selected European countries - August 2014 | NAC |
| 1. preparing the AML presentation for the VLAP monitoring mission – September 2014 | NAC |
| 1. recommendations on the fight against fraud to the European Union's financial interests by means of criminal law and recommendations for bringing Criminal Code in compliance with the EU Convention on Protection of the EU Financial Interests – article 190 – September 2014 | NAC |
| 1. note on the terms of definitions to the Law on the Conflict of Interest – October 2014 | NAC |
| 1. confiscation regimes in selected jurisdictions – October 2014 | NAC |
| 1. incorporation anti-corruption in constitution – October 2014 | NAC |
| 1. Public disclosure of asset declarations in the EU member and candidate countries – October 2014 | NAC |
| 1. Sanctions applicable to Conflicts of Interest in the EU States – October 2014 | NAC |
| 1. Asset recovery in the spirit of the UNCAC - – October 2014 | NAC |
| 1. Comments to the Council of Europe’s opinion about the Integrity Testing – November 2014 | NAC |
| 1. EU standard’s definition of “fraud” and ways for overcoming controversies in the CC and CPC of RM in order to ensure compliance and implement Art. 422 and 424 of the National Action Plan for implementation of the MD-UE Association Agreement 2014-2016 – November 2014 | NAC |
| 1. Decision of the Constitutional Court of Lithuania about illicit enrichment – November 2014 | NAC |
| 1. Policy note on EU meat classification system – conclusions for Moldova | MAFI |
| 1. creating and functioning of a guarantee fund in agri-food sector in Moldova – power point presentation | MAFI |
| 1. placement of the competence on rural development within the structure of the ministry, June 2014 | MAFI |
| 1. Polish experiences in organization and functioning conformity checks on fruit and vegetables market, July 2014 | MAFI |
| 1. allocation of tasks during policy planning and activity reporting between MAFI departments responsible for creating policies and institutions responsible for its implementation; July 2014 | MAFI |
| 1. creation in MD centre (plant) for collecting and processing animal by-products not intended for human consumption to be implemented in the form of Public Private Partnership (PPP), September 2014 | MAFI |
| 1. Polish experiences in implementing GMO policy including import, labeling, monitoring and traceability of GMOs, October 2014 | MAFI |
| 1. Polish experiences in implementing schemes: Geographical Indications (GIs), Protected Designations of Origin (PDOs) and traditional specialties guaranteed (TSGs), November 2014 | MAFI |
| 1. Best EU practice on R&D financing models and support instruments, June/July 2014 | MoE |
| 1. policy note / proposals with DCFTA Support project on DCFTA implementation coordination, monitoring and evaluation system with DCFTA Support project (DCFTA division functions at the MoE, institutional structure of the supervisory bodies, reporting procedures and requirements), September/October 2014 – under implementation | MoE |
| 1. EU policy coordination and EU integration institutional options for RM, drafting stage, December 2014 | GoM, MFAEI, MoE |
| 1. technical arguments during debates on the amendments proposed by the members of the Parliament in order to obtain support for the solutions proposed initially in the Code – July 2014 | MEdu |
| 1. delimitation of functions between the Ministry, National School Inspectorate and the Specialized Education Bodies of the Local Administration in order to manage and monitor policy implementation - July 24, 2014 | MEdu |
| 1. Structure and functions of the Agency for Curriculum and Evaluation - July 25. | MEdu |
| 1. Structure and functions of the National School Inspectorate - July 24. | MEdu |
| 1. Funding models for the higher education sector to the Ministry of Finance in order to encourage and sustain performance in the system – October 2014 | MEdu |
| 1. Policy Matrix Achievement, according to Addendum No 2 to the Financing Agreement for the Programme ‘Sector Policy Support Programme (SPSP) in the Water Sector and Sanitation’ | MoEnv |
| 1. Assessment of Law and Policy Achievements Water Sector Moldova in comparison with AA requirements. November 2014 | MoEnv |
| 1. draft Concept for Reform and Modernisation of Environmental Institutions sets out the different options for institutional reform and provide examples of EU best practice including the establishment of an Environment Agency along the lines in EU Member States. November 2014 | MoEnv |
| 1. Policy briefing on common statistical indicators on juvenile justice, Nov 2014 | MoJ |
| 1. Info on possibility of creation of task force groups for investigation of corruption crimes; Nov 2014 | MoJ |
| 1. Policy briefing on necessity to develop the draft law on establishment of the unit for assets recovery; Oct 2014 | MoJ |
| 1. Advice on the reform of the Carabineers troupes, on a concept-note with recommendations and examples of best EU practice, was provided– May 2014 | MIA |
| 1. Support and advice on the elaboration on the new draft “MIA Concept for Preventing and Combating Anti-Corruption” and the first Action Plan for the implementation of the Concept. The draft is now circulated within the MIA for comments and recommendations; a final version of the draft to include all the amendments is expected to be approved and adopted by beginning of August – July 2014 | MIA |
| 1. Coordination of road traffic safety issues in the country, November 2014. | TRANS |
| 1. Methodology established in Latvia for distribution of ECMT (European Council of Ministers of Transport) multilateral permits to road transport operators. September 2014. | National Road Transport Agency |
| 1. Best practices within the Latvian Maritime Administration regarding flag State control and port State control. August 2014. | TRANS |
| 1. Examples of tender documents based on best practices of different EU countries provided to the State Enterprise “Moldovan Railways” for procurement of new rolling stock. September 2014. | National Road Transport Agency |
| 1. EU best practice on Customs processes with recommendations for reform, May 2014 | CUST |
| 1. proposal for information exchange mechanism between OLAF and the Customs Service, May 2014 | CUST |
| 1. proposal for High Level Risk Strategy to be adopted by Customs Service, June 2014 | CUST |
| 1. funding of IT reforms in order to enable the Customs Service to meet DCFTA requirements, July 2014 | CUST |
| 1. progress made by Customs Service in response for request for contribution from EU Delegation for European Neighbourhood Policy Report 2014, September 2014 | CUST |
| 1. proposal for improving the capacity of managers in the Customs Service, September 2014 | CUST |
| 1. Innovation Template for Customs Reform, June 2014 | CUST |
| 1. SWOT Analysis process to assist Customs Reform, June 2014 | CUST |
| 1. FACTA (Foreign Account Compliance Tax Act) agreement | STI |
| 1. ISO 26000, August 2014 | STI |
| 1. ISO 27000, September 2014 | STI |
| 1. Penalty regime, as applied by some EU and other countries, May 2014 | STI |
| 1. Exchange of information with internal and external data providers, June 2014 | STI |
| 1. EU best practices in the field of judicial police evaluation; 17 November 2014 | GPI |
| 1. Setting up of a Steering Committee at the GPI level; 2 October 2014 | GPI |
| 1. Presentation of European Commission guide for implementation of Regulation 853/2004 (June 2014) | NFSA |
| 1. Presentation of European Commission guide for implementation of Regulation 854/2004 (June 2014) | NFSA |
| 1. Presentation of European Commission guide for implementation of Regulation 178/2004 (June 2014) | NFSA |
| 1. Presentation of different procedures implemented by the authorities of Romania (June- November 2014) | NFSA |
| 1. Practice implemented by the authorities of Romania and Bulgaria for the elaboration of National Program for the upgrading of agro-food establishments (July 2014) | NFSA |
| 1. Practice implemented by the authorities of Romania for the developing of reporting templates in the area of animal origin food (July 2014) | NFSA |
| 1. Presentation of procedures implemented by the authorities from Belgium in the area of food chain information (August 2014) | NFSA |

# Annex 9: Draft policies and legal acts

|  |  |
| --- | --- |
| Annex 9. Draft policies and legal acts | Beneficiary |
| 1. Draft Memorandum of Understanding between Moldavian and Romanian Governments regarding coordination and supervision of future electricity interconnections, April 2014, second version in November 2014 | Government |
| 1. Revisions of the draft Oil Law, May 2014, July 2014 (after first set of observations), September 2014 (after second set of observations) | State Chancellery |
| 1. Policy Note on the Second Energy Package transposition and proposals for a timely transposition, May 2014 | Government |
| 1. Policy Note on the new electricity Law (transposing the Third energy package), June 2014 | MoE, Government |
| 1. Draft Law on modifying other Laws to transpose provisions of energy efficiency Directives 2010/30/UE and 2012/27/UE, June 2014 | Government |
| 1. Draft regulation on licensing activities in the nuclear and radiological sector, partially transposing Directive 2013/59/EURATOM, July 2014 | MoE, Government |
| 1. Draft regulation on technical evaluation of constructions, the one stop shop – partial transposition of EU Regulation no. 305/2011, July 2014 | MoE, Government |
| 1. Draft regulation on professional certification of construction specialists – partial transposition of EU Regulation no. 305/2011, July 2014 | MoE, Government |
| 1. Assessment of the newly approved modifications on the gas law no. 123/2009, compatibility with EU legislative framework, August 2014 | Government |
| 1. Government Decision on Winter Programme – preparation of the energy sector for the winter peak energy consumption, August 2014 | MoE, Government |
| 1. Assessment of the revisions to the Electricity Distribution Tariffs Methodology - ANRE RM, August 2014 | ANRE |
| 1. Draft Government Decision on modification of the Regulation on the Energy Efficiency Fund (modification of GD 1173/2010), September 2014 | MoE, Government |
| 1. Draft Government Decision on the Action Plan for Gas Crisis Situation - preparation of the energy sector for unexpected interruption of gas supply, September 2014 | MoE, Government |
| 1. Policy Note on needed modifications to Law 123/2009 regarding natural gas in order to solve current problems of Moldavian gas sector, September 2014 | MoE, Government |
| 1. Note on issuing licenses by ANRE to energy companies and implications of GD no.815/2005 (simplified procedure for Transnistrean companies), October 2014 | MoE, Government , ANRE |
| 1. Draft Law on adjustments to other Laws in implementing the Heat Law, Nov 2014 | MoE, Government |
| 1. Note on the Gas distribution tariff methodology issued by ANRE, Nov 2014 | Government, ANRE |
| 1. draft *Instructions for the child's (victim or witness) special interview* (09-12.2014). | PGO |
| 1. draft *Regulation on disciplinary inspection of the Prosecutor’s Offices* (11.2014). | PGO |
| 1. internal legal framework, relevant to the Internal Security Management System (10-12.2014). | PGO |
| 1. amendments to the Laws NN 325 (“on Integrity Testing”), 90 (“on Corruption Prevention”), 158 (“on Public Service”) , 199 (“on Status of Public Officials”), 16 (“ on Prevention of the Conflict of Interests”), Criminal Code, Administrative Violations Code – May – July 2014 | NAC |
| 1. amendments to legislative package corresponding from Law 325 – June 2014 | NAC |
| 1. new chapter to the Civil Procedures Code of the RM about introduction of administrative confiscation – October 2014 | NAC |
| 1. draft of law on implementation of a meat carcass classification system (EUROP standards), June 2014, | MAFI |
| 1. draft law on organization and conduct of the control of the marketing requirement of fresh fruit and vegetables | MAFI |
| 1. Chapter 12 (SPS legislation) presented in the form of degree of implementation and priorities, September | MAFI |
| 1. Government decision on determining members of the Competitiveness Council and its Statute, approved by the Government by decision 676 of 20.08.2014., under implementation | MoE |
| 1. The new Code of Education was approved in the Parliament on July 17, promulgated by the President at the beginning of October, published in the Official Journal on October 24 and came into force on November 23, 2014. | MEdu |
| 1. The Governmental Decision for the establishment of the National Agency for Quality Assurance in Professional Education and its Coordination Council has been approved by the Government on August 13 and was published in the Official Journal | MEdu |
| 1. Elaborated draft regulation for the Council for Ethics and Management in higher education – August 2014/pending approval | MEdu |
| 1. Elaborated framework regulation for the organization and functioning of Administrative Boards for education institutions – August 2014/pending approval | MEdu |
| 1. Elaborated draft Methodology for teachers’ internal evaluation in general and vocational education as base for performance stimulation – August 2014/pending approval. | MEdu |
| 1. The School Inspectorate was established by Government Decision – October 2014 | MEdu |
| 1. The Governmental Decision for the organization of doctoral programs is submitted and pending approval from the Government | MEdu |
| 1. Governmental Decision for the approval of the Organization and Functioning Regulation of the National Agency for Quality Assurance in Professional Education is submitted and pending approval from the Government | MEdu |
| 1. Framework Methodology for the Selection of School Principals in the General Education System – elaborated and pending approval | MEdu |
| 1. new draft Environmental Protection Law | MoEnv |
| 1. amendments of the Criminal Procedure Code on obligation to record all court hearings (exclusion of any possibilities of not recording) (condition of the MATRIX), September 2014 | MoJ |
| 1. draft laws on mediation, judges disciplinary responsibility, the National Institute of Justice, legal translators, May – June, 2014 | MoJ |
| 1. Support and advice on the elaboration on the new draft law of the Carabineers Troupes. The draft is now circulated within the MIA for comments and recommendations; a final version of the draft to include all the amendments is expected by middle of July – June 2014 | MIA |
| 1. A draft law was elaborated with the assistance of the adviser: the draft law for the modification and completion of the “Law on Police and the Police Agents Status”. The draft is proposing a number of modifications and amendments after one year since the Law on Police entered into force – July 2014 | MIA |
| 1. The MIA “Concept for Preventing and Combating Anti-Corruption” and the first Action Plan for the implementation of the Concept was approved and adopted with the support and advice of EUHLPAM – August 2014 | MIA |
| 1. The MIA “Concept for Preventing and Combating Anti-Corruption” and the first Action Plan for the implementation of the Concept was approved and adopted with the support and advice of EUHLPAM – September 2014 | MIA |
| 1. Study and comments on the needs assessments provided by the international experts in the framework of the VLAP Budgetary Support – September 2014 | MIA |
| 1. Support and advice for the preparation (agenda, deliverables, presentations, speakers etc) of the EU assessment mission to the Republic of Moldova on the implementation of the EU-RM financial agreement on the support to the implementation of the VLAP (the budgetary support) - September 2014 | MIA |
| 1. Draft regulation for implementation of road safety audit system. October 2014. | TRANS |
| 1. Draft Regulations on vehicles periodical technical inspection, Sept 2014. | TRANS |
| 1. Draft text of Complementary regulations in Naval Sector related to Port Security, ISM & ISPS and Recognized Organizations, Sept 2014. | TRANS |
| 1. Draft proposals for amendments to the Railway Code to make pre-conditions for opening of railway transportation market, Nov 2014. | TRANS |
| 1. draft exchange mechanism for Government bodies relating to Government Law Decision 1144 of 2005, May and October 2014 | CUST |
| 1. draft ‘Service Law’ for codifying Human Resource related matters and issues, September 2014 | CUST |
| 1. amendments to Customs Code relating to Mobile Teams, May 2014 | CUST |
| 1. Draft amendment Law on Migration (first draft) | BMA |
| 1. draft amendment Law Asylum (first draft) | BMA |
| 1. Common order of ANSA and Health Ministry concerning procedure for investigation of the foodborne disease outbreaks; | NFSA |
| 1. Order concerning import conditions of the food of animal origin | NFSA |
| 1. Procedures for registration of food business operators | NFSA |
| 1. Procedure for the approval of the food business operators | NFSA |
| 1. Review of the National Control Program in the non-animal origin food area – Instructions sent to regional structures | NFSA |
| 1. Procedure related to risk based control of the establishment from the retail area | NFSA |
| 1. National Program for the upgrading of agro-food establishments | NFSA |
| 1. National Control Plan of Salmonellosis in laying hens | NFSA |
| 1. National Control Plan of Salmonellosis in broilers | NFSA |
| 1. National Control Plan for Avian Influeza | NFSA |
| 1. Government Decision for marketing of fresh fruits | NFSA |
| 1. Procedures for ante-mortem inspection in poultry slaughterhouses | NFSA |
| 1. Procedures for post-mortem inspection in poultry slaughterhouses | NFSA |
| 1. Procedures for implementation of the requirements concerning food chain information in poultry slaughterhouses | NFSA |
| 1. Legislative act establishing conditions for marketing of table eggs | NFSA |
| 1. Instructions related to the implementation of microbiological self- control programs for table eggs | NFSA |
| 1. Instructions related to the implementation of residues self-control programs for table eggs | NFSA |
| 1. Instructions related to the good hygienic practices for table eggs | NFSA |
| 1. Instructions related to the HACCP programs for table eggs | NFSA |
| 1. Instructions related to the marketing of table eggs; | NFSA |
| 1. Legislative act for review of National Control Program for Feed | NFSA |
| 1. Legislative act establishing consultative councils of NFSA | NFSA |
| 1. Legislative act related to the classification of pig carcasses | NFSA |
| 1. Legislative act related to the marking of animal origin products | NFSA |
| 1. Legislative act related to sampling procedures in the retail area | NFSA |

# Annex 10: Contributions to the Government Action Plan/planning documents

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| Annex 10. Ministries and agencies submit on time contributions to the Government Action Plan/planning documents | Beneficiary |
| National Action Plan for the Implementation of the RM – EU Association Agreement 2014-2016 | MoE/MFAEI |
| National Action Plan for the Implementation of the Association Agreement. June 2014 | TRANS |
| National Action Plan for the Implementation of environment commitments in the AA | MoEnv |
| The National Action Plan for the implementing of the Association Agreement RM-UE 2014-2016”, Chapter V – Trade and trade related aspects (June 2014) | NFSA |

# Annex 11: Strategic policy documents

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| Annex 11. strategic policy documents : issue, date and status (approved, draft, which stage) | Beneficiary |
| 1. Electricity and Gas Sector Roadmap – first revision, May 2014 | MoE |
| 1. Review of the National Roadmap for AA/DCFTA implementation – focus on energy and energy related issues, June 2014 | Government |
| 1. Assessment of Republic of Moldova’s resilience on the four scenarios of possible gas disruption in the winter 2014 / 2015 suggested by EC – DG Energy and Energy Community Secretariat, July – August 2014 | MoE, Government |
| 1. new Law on the Prosecutors Office (at Venice Commission 05.11.2014). | PGO |
| 1. Concept on reform of the Prosecutor’s Office (adopted by the Law no.122 of 03.07.2014). | PGO |
| 1. Amendments to Action Plan of the Justice Sector Reform Strategy for 2011-2016 (Pillars No. I-VII) (08,11.2014) | PGO |
| 1. Visibility action plan for promotion of results of the Action Plan of the Justice Sector Reform Strategy for 2011-2016 (period: June-September 2014) (07.2014) | PGO, MoJ |
| 1. Assistance to prepare for EU assessment mission to RM on the implementation EU – RM Financial agreement ENPI/2013/024-405 on the Support to the implementation of the Visa Liberalisation Action plan (GPO) (11.2014). | PGO |
| 1. NAC Institutional Building Strategy – May-June 2014 | NAC |
| 1. Strategy for Justice Reforms 2011-2015 – May-June 2014 | NAC |
| 1. Prosecutors Office Reforms Strategy – June 2014 | NAC |
| 1. Study on corruption cases achieved in courts – May-June 2014 | NAC |
| 1. NAC's activities report for 6 months: July 2014 | NAC |
| 1. National Strategy for Agriculture and Rural Development 2014-2020 approved by the Government | MAFI |
| 1. action plan for The National Agriculture and Rural Development Strategy 2014-2020, June 2014 | MAFI |
| 1. “Fruit Garden of Moldova” project for development fruit and vegetables sub-sector in RM | MAFI |
| 1. organization of the baccalaureate exams – June 2014 | MEdu |
| 1. organization of the second session of the baccalaureate exams – July 2014 | MEdu |
| 1. short-term action plan for implementation of the Code of education – August 2014 | MEdu |
| 1. six-months action plan with clear tasks for the National Agency for Quality Assurance in Professional Education – August 2014 | MEdu |
| 1. The Strategy “Education 2020” was approved by the Government on October 8, 2014 | MEdu |
| 1. Draft Concept for Reform and Modernisation of Environmental Sector Institutions | MoEnv |
| 1. Comments and advice on draft laws on money laundering, criminal investigations (“urmarire penala”) and public order measures on public events – April 2014 | MIA |
| 1. Several legislative priorities were identified with the assistance of the adviser: the draft laws on the Carabineers Troupes and the draft law on the Judicial Genetic Registration. The first draft reopens the issue of the Carabineers Troupes reform, proposing a new approach that will lead to a specialized and modernized structure to deal with public order. The second draft sets up the legal framework for genetic judicial registration and identification, creating the premises for modern technologies and investigative tools – June 2014 | MIA |
| 1. Also the Action Plan of SPIA (the Service for Internal Protection and Anti-Corruption) was elaborated with the support of EUHLPAM adviser – July 2014 | MIA |
| 1. Meeting and discussions with the heads of International Relations General Directorate of MIA and the Center for International Police Cooperation, on the agreements and treaties were RM is part related to the international search of persons – August 2014 | MIA |
| 1. Study and comments on the "Regional Treaty (former CSI countries) on the inter-states search of persons" – August 2014 | MIA |
| 1. DCAF proposals aiming to develop strategic management (including operational, risk and change management) and planning capabilities in the MIA, introduced in the draft project “Strengthening Strategic Management and Planning capacities of the MIA”– October 2014 | MIA |
| 1. Strategic vision of the Customs Service 2015-2018, July and August 2014 | CUST |
| 1. High Level Risk Management Strategy for the Customs Service, May, June and July 2014 | CUST |
| 1. Contribution to revised Customs ‘Blue Prints’ for strategic governance of Customs Services, June and July 2014 | EC |
| 1. Work Plan on Risk Analysis (to support and complement the implementation of the EU funded project on risk analysis | BMA |
| 1. IT Strategy document; Work plan for the preparation of the MSTI IT Strategy, Sept. 2014 | STI |
| 1. TP Concept document, Oct 2014 | STI |
| 1. MSTI Business strategy 2016- 2020 Action Plan, Nov 2014 | STI |
| 1. Legal draft proposal for the creation of the Moldovan Tax Service | STI |
| 1. Strategy of the implementation of Intelligence Led Policing Concept; November 2014 | GPI |
| 1. Action Plan for the implementation of tactical analysis tool; in consultations, November 2014 | GPI |
| 1. Action plan for the approval of export of the table eggs (June 2014 – approved) | NFSA |
| 1. National Control Plan for Salmonellosis in laying hens (July 2014- approved) | NFSA |
| 1. National Control Plan for Salmonellosis in broilers (July 2014- approved) | NFSA |
| 1. National Control Plan for Avian Influeza (July 2014- approved) | NFSA |
| 1. Action plan for the implementation of TRACES system (July 2014- approved) | NFSA |
| 1. National Program for the upgrading of agro-food establishments. (July 2014 – in process of approval) | NFSA |
| 1. Proposals on the financial support in accordance with PNA 2013 for ANSA (August 2014 – approved). | NFSA |
| 1. List of legislative priorities according with the DCFTA agreement (October 2014 – approved). | NFSA |

# Annex 12. Policy consultation events

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| Annex 12. Policy consultation events : issue, outcome, date | Beneficiary |
| 1. Participation in the Public debate of the National Roadmap for AA/DCFTA implementation, on energy issues, June 2014 | MAEIE |
| 1. Assisting Ministry of Economy in the policy consultation regarding the transposition of the Third energy package on electricity (debate with participation of ACER and Energy Community Secretariat representatives), June 2014 | Ministry of Economy |
| 1. Presentation of the EU electricity market structure and rules, concrete examples from Romania – held at Technical University of Moldova, 17th October 2014 | Technical University of Moldova |
| 1. Presentation “Strategic Options to Increase Energy Security in Republic of Moldova”, at the roundtable „*Problemele dezvoltării sectorului energetic naţional pe termen mediu şi lung* *(Problems of the long term development of the national energy system)”* organized by Technical University of Moldova, 21st October 2014, Drafting recommendations to authorities resulted from the meeting | Technical University of Moldova |
| 1. Assisting Ministry of Economy in the policy consultation regarding the transposition of the Third energy package on gas (debate with participation of ACER and Energy Community Secretariat representatives), October 2014 | Ministry of Economy |
| 1. monitoring of implementation of the action no.6.3.3.2 of the Plan for implementation of Justice Sector Reform Strategy for 2011-2016 (05-06.2014) | PGO |
| 1. draft “Study on the optimization of the structure of the prosecution service and of the workload of prosecutors in the Republic of Moldova” (09.2014). | PGO |
| 1. Agenda to lecture ,,Reforma Procuraturii: documentele fundamentale şi suportul acordat de Uniunea Europeană şi partenerii de dezvoltare” (11.2014). | PGO |
| 1. Transparency International’s National Integrity Systems (NIS) meeting – July 2014 | NAC/TI |
| 1. meetings with CSOs about the Professional Integrity Law – September 2014 | NAC/Alliance of anti-corruption CSOs |
| 1. National Anti-Conference and workshops to be held on 9-12 December – November 2014 | NAC |
| 1. Inter-agency Working Group in drafting amendments to the Law on Asset Declaration – October 2014 | NAC |
| 1. Inter-agency Working Group in drafting merged version of the to the Laws “on Asset Declarations” and “on the Conflicts of Interest” – November 2014 | NAC |
| 1. Meat Processing Enterprises Association regarding creation efficient system of collecting, transporting and processing of animal by-products not intended for human consumption in line with EU requirements, September 2014 | MAFI |
| 1. potential investors for Wholesale Market Chisinau, September 2014 | MAFI |
| 1. implementation proposals prepared by EUD in the draft of the Technical and Administrative Provisions for Financing Agreement on ENPARD, response to EUD prepared, November 2014, | MAFI |
| 1. Consultations on the draft of the Code of Education with representatives of different political parties to build support for the approval of the Code in the Government aimed at building support for the technical solutions proposed in the Code - 16.05.2014 | MEdu |
| 1. Reform of research administration with the Ministry of Economy - 13.05.2014 | MEdu |
| 1. Principles for the organization and funding of doctoral programs with representatives of higher education institutions - Presentations on 16 and 19 of June, 2014 | MEdu |
| 1. policy document on awarding governmental grants to universities in support of research projects with vicerectors - June 19, 2014 | MEdu |
| 1. Public hearings and debates on the draft of the Code of education, including hearings in the parliamentary commission on education - July 7, 8, 9, 10, 11, 14 and 17 | MEdu |
| 1. The draft Governmental Decision for the organization of doctoral programs has been discussed with the National Council for Accreditation and Attestation (CNAA) and representatives of higher education institutions – September 9, 11 and 23 | MEdu |
| 1. Second edition of the Teachers’ Forum, a platform for public debates on critical reform policies in education. Main topics were: reference framework for the national curriculum, standards for school managers, professional standards for teachers, rethinking the highschool education and human resources policies – October 10 and 11 | MEdu |
| 1. Sector Coordination Council Meeting Environment Water and Sanitation 9th October | MoEnv |
| 1. round table discussions on the draft law on legal expertise (16.06.2014), draft law on INJ (09.06.2014); on advertisement (19.06.2014); on nongovernmental organizations (16.06.2014); the First Mediation Forum (16.11.2014); the Conference of Legal Professions Ethics (17.11.2014) | MoJ |
| 1. meetings of donors, working in specific sectors: with the Prosecutor General office (03.09.2014); on corruption issues (07.11.2014). | MoJ |
| 1. meetings of the inter-institutional working group on juvenile justice; June – December, 2014 | MoJ |
| 1. Moldovan-Lithuanian Legal Forum, which took place in Moletai (Lithuania) on August 21-25. | MoJ |
| 1. Daily ad-hoc meetings and discussions with members of the management of MIA on different issues related to the reform of the ministry – April 2014 | MIA |
| 1. Meetings with minister Recean and vice-minister Diaconu for discussions related to different policy options, aiming to increase the quality of the services provided to the communities, on the public order area, especially in relation with the beginning of the new school year and the traffic safety – August 2014 | MIA |
| 1. Regular meetings with minister Recean and vice-minister Diaconu for discussions related to different policy options, aiming to increase the quality of the services provided to the communities and subsequently to improve the public perception of the institution – October, November 2014 | MIA |
| 1. separation of accounts for passenger transportation, methodology for calculation of infrastructure charges and other practical issues towards restructuring of Public Enterprise "Moldovan Railways". July, August 2014. | TRANS |
| 1. methodology of calculation of tariffs of a new Naval Agency to be established. June 2014. | TRANS |
| 1. Delivery of High Level Risk Management Presentation to Senior members of Customs administration on core customs controls. Outcomes clarified a number of issues including: resource deployment, broker certification; customs regime approvals and documentary checks, July 2014 | CUST |
| 1. Hosted and facilitated 2 day workshop with all 22 Heads of Divisions on formulation of an Organisational Strategy 2015-2018, July and August 2014 | CUST |
| 1. Hosted and facilitated 1 day Workshop for all 22 Heads of Divisions on proposals and recommendations for improving the capacity of managers in the Customs Service, September 2014 | CUST |
| 1. Consultative meeting on citizenship (UNOCHR, UNHCR, Legal NGOs) | BMA |
| 1. Setting up the courts police, 10-12 Nov. 2014 | GPI |
| 1. Developing “The National Action Plan for the implementing of the Association Agreement RM-UE 2014-2016”, Chapter V – Trade and trade related aspects (June 2014) | NFSA |
| 1. Action plan for the implementation of TRACES system (July 2014) | NFSA |
| 1. National Program for the upgrading of agro-food establishments (July 2014) | NFSA |
| 1. Pre-mission questioners on animal health in poultry (August 2014) | NFSA |
| 1. Pre-mission questioners for table eggs (August 2014) | NFSA |
| 1. Pre-mission questioners for poultry meat (August 2014) | NFSA |
| 1. Answer to the recommendations of Taiex Mission - EUROPEAN IMPORT REQUIREMENTS FOR POULTRY AND POULTRY MEAT PRODUCTS REF: AGR IND/EXP 5495-1 (August 2014) | NFSA |
| 1. Answer to the recommendations of Taiex Mission - EUROPEAN IMPORT REQUIREMENTS FOR POULTRY AND POULTRY MEAT PRODUCTS REF: AGR IND/EXP 5495-2 Part 1 (August 2014) | NFSA |
| 1. Answer to the recommendations of Taiex Mission - EUROPEAN IMPORT REQUIREMENTS FOR POULTRY AND POULTRY MEAT PRODUCTS REF: AGR IND/EXP 5495-2 Part 2 (August 2014) | NFSA |
| 1. Answer to DG SANCO concerning clarifications requested to the National Control Program for Salmonella (September 2014) | NFSA |
| 1. Answer to DG SANCO concerning clarifications requested to the National Control Program for Avian Influenza (September 2014) | NFSA |
| 1. Draft of the legislative act establishing consultative councils of NFSA (October 2014) | NFSA |

# Annex 13 Capacity Building events

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| Annex 13. Capacity Building events : issue, outcome and date | Beneficiary |
| 1. Roundtable: Ecological Technology in Republic of Moldova (UNDP Event) – 29th of July | Mo Env |
| 1. Public event: Moldova Eco-Energetica, 5 December 2014 | Mo Env, Agency for Energy Efficiency |
| 1. best practices, in a number of towns, including Comrat, Chisinau (Buiucani, Centru, Ciocana, Riscani, Botanica), Calarasi. | PGO |
| 1. in-house seminar on international AC standards –June 2014 | NAC |
| 1. proposal for the NAC study visits in selected European anti-corruption institutions – July 2014 | NAC |
| 1. in-house seminar on Prevention of Corruption –July 2014 | NAC |
| 1. reviewing and commenting the VLAP AML and terrorist financing assessment – September 2014 | NAC |
| 1. in-house seminar on Criminalization of Corruption Offences– September 2014 | NAC |
| 1. in-house meeting/training on confiscation of proceeds from corruption – October 2014 | NAC |
| 1. NAC collegium/meeting – October 2014 | NAC |
| 1. visit of the Ex-President of the Hong Kong Independent Anti-Corruption Commission to the NAC – October 2014 | NAC |
| 1. in-house training on asset recovery – October 2014 | NAC |
| 1. NAC synopsis for the Regional conference „ Enhancing the cooperation in the field of asset management and asset disposal between specialized agencies of the South East European countries”; | NAC |
| 1. NAC presentation for the Regional conference „ Enhancing the cooperation in the field of asset management and asset disposal between specialized agencies of the South East European countries” – November 2014 | NAC |
| 1. workshop with regional organizations on implementation of the AC Action Plan – November 2014 | NAC |
| 1. the Anti-Corruption coordination meeting at the MoJ - November 2014 | NAC |
| 1. OLAF case and preparation for regional seminar in corruption prosecution – November 2014 | NAC |
| 1. 2-days workshop on AC legislation of Moldova and Ukraine and Integrity testing with participation of the representatives of the Ministry of Justice of Ukraine – November 2014 | NAC |
| 1. seminar for EU policy coordinators at Vadul lui Voda organized by the MFAEI with an introductory presentation on DCFTA and EU policy coordination system in EU new member states, November 2014 | MFAEI, representatives of PA |
| 1. Development of DCFTA related communication network involving communication officers and experts from institutions involved in DCFTA implementation (MoE, DCFTA Support Project, EUHLPAM, MCCI) | MoE |
| 1. Participated in the selection process for members of the Coordination Council of the Agency for Quality Assurance in Professional Education – analysis of applications, proposing questions for the interview and outlining the most fitted candidates – May 2014 | MEdu |
| 1. Participated in the kick-off meeting of the new Coordination Council of ANACIP and provided initial guidance for the interim 6 months period - June 19, 2014 | MEdu |
| 1. Organized the first competition for funding of research infrastructure projects addressed to universities and reviewed by an international panel of experts following rules similar to those applied by the European Commission – September 2014 | MEdu |
| 1. Coaching the interim Coordination Council of the National Agency for Quality Assurance in the Professional Education to organize and start functioning – September and October 2014 | MEdu |
| 1. Workshop on Draft revised Environmental Protection Law, Nov | MoEnv |
| 1. Workshop on EIA Implementation Guidance 28th November 2014 | MoEnv |
| 1. Workshop on Draft revised Environmental Protection Law, Dec. | MoEnv |
| 1. plan for the development (finalization) of the draft laws, which needed to be submitted to the Parliament till the end of Spring session (2014), including the plan of public discussions on the developed drafts; May-June, 2014 | MoJ |
| 1. development of the Legislation elaboration plan for Autumn 2014. The legislation/legal drafts foreseen in the Matrix were included as priorities; June-August, 2014 | MoJ |
| 1. Assistance on info on implementation of the Matrix conditions for the year 2014. The info was developed and submitted to the Government regularly; August-December, 2014 | MoJ |
| 1. concept-list of the working groups, which needed to be established for the development of the draft laws in Autumn 2014 | MoJ |
| 1. establishing the inter-institutional working group on juvenile justice and development of the activities plan of this working group, June, 2014 | MoJ |
| 1. Assistance in development of the specifications of the MATRIX conditions; November, 2014 | MoJ |
| 1. Support and advice was provided for two MIA campaigns which were carried out in May at national level: the Anti-Corruption Campaign and the Transparency Campaign – May 2014 | MIA |
| 1. Initiative and preparations for a training seminar on operational management (June 2014), organized in cooperation with the International Law Enforcement Office of the US Embassy in Chisinau – May 2014 | MIA |
| 1. A training seminar on Operational Management was organized and carried out between 16 to 20th of June, for a group of 25 experts from different MIA’s departments, including the central apparatus; | MIA |
| 1. The purpose of the training, jointly organized and supported by EUHLPAM and the US Embassy was to provide the MIA central apparatus and its departments with the knowledge and EU best practice on operational management, meaning organization, coordination and monitoring of home affairs and law enforcement type of activities from public order, crime prevention and crime detection to emergency situations, including crisis management – June 2014 | MIA |
| 1. Assistance for the preparation of the MIA representatives who participated at the public consultations on the Association Agreement – June 2014 | MIA |
| 1. Participation at two coordination meetings related to the VLAP budgetary support, raising awareness on the connection with the AA and the importance of the coordination activities carried out now for the future AA implementation – July 2014 | MIA |
| 1. A workshop on “Combating trafficking in human beings, tools and methodologies for monitoring and evaluation” was organized by EUHLPAM in cooperation with the Centre for Combating Trafficking in Persons on 29th of July in Chisinau– July 2014 | MIA |
| 1. Support and assistance during the activities carried out with EU international experts, on needs assessments mission for the VLAP budgetary support exercise – July 2014 | MIA |
| 1. A specialized directorate, at the level of the central apparatus of MIA to ensure the operational management and the coordination of all MIA activities in the field of public order– September 2014 | MIA |
| 1. Meeting of the MIA Steering Committee for the implementation of the policy matrix related to the budgetary support for the consolidation of the Visa Free Regime – October 2014 | MIA |
| 1. Support for the organization, in cooperation with the US Embassy, of a two weeks training course on intelligence analysis (20 to 31 October 2014) | MIA |
| 1. Workshop on Human Resources Management and Career systems in home affairs and law enforcement with the participation of experts from Austria, Spain, USA and Romania: the workshop targeted human resources personnel and high level managers from MIA and the subordinated departments and benefited from the presence of the top management of the ministry (minister Recean and vice-minister Diaconu) – October 9th, 2014 | TRANS |
| 1. Meeting of the MIA Steering Committee for the implementation of the policy matrix related to the budgetary support for the consolidation of the Visa Free Regime – November 2014 | TRANS, State Road Administration and National Road Transport Agency |
| 1. Support for the organization, in cooperation with the US Embassy, of a needs assessment mission in support of the new established unit for Operational Management at the level of MIA central apparatus – November 2014 | TRANS |
| 1. Support for the organization of the DCAF assessment mission on strategic planning and participation to the meetings with the DCAF experts to discuss on the establishment of a specialized unit on strategic planning at the level of MIA central apparatus (10 to 13 Nov). This unit will be in charge for the overall strategy management process, covering strategic analysis, strategic planning project planning, project implementation, monitoring and evaluation, capacity building and horizontal and vertical communication and coordination – November 2014 | CUST |
| 1. Study visit to France (Paris + Calais) on Risk analysis and fight against illegal migration to share best practices in this area (17/21 Nov) and contribute to risk assessment report to be finalized by BMA in Dec 2014 | BMA |
| 1. Preparation study visit to Italy (Data collection) to take place in December 2014 and aims at supporting the preparation of Extended Migration Profile and data exchange in the area of migration | BMA |
| 1. Workshop on change management, project management and quality assurance, June 2014 | STI |
| 1. Training of a police officer from GPI to draft policies 3-14.11.2014 | GPI |
| 1. Seminar on "Food safety legislation implementation in the area of table eggs” (August 2014) | NFSA |
| 1. Seminar "Implementation of the National Control Programs for Avian Influenza and Salmonellosis" (September 2014) | NFSA |

# Annex 14. Capacity Building Policy Notes

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| Annex 14. Policy notes : issue, date | Beneficiary |
| 1. Policy Note on the independence of ANRE RM and the need for a closer collaboration with other central administration entities, September 2014 | ANRE, Government |
| 1. Note on ANRE’s independence and impact of the Government Decision No. 1104/1997 on juridical expertise and registration of regulatory acts, September 2014 | ANRE, Government |
| 1. Policy Note on the legislation needed to be changed in order to strengthen ANRE’s independence and regulatory powers, September 2014 | ANRE, Government |
| 1. implementation of the Communication Plan (Implementation of Pillar VII SRSJ) and Draft project for communication: 1. Prosecutor Days on the regions. 2. Strengthening transparency of the Prosecutor Office reform process (07.2014) | PGO |
| 1. administration of human resources. comparative study to identify the current situation in 2014 (on 1 July) as well as planning for the 2015 (07.2014). | PGO |
| 1. Contributing to elaboration of the Report on analysis of budgetary allocations for the Prosecutor’s Office. Matrix for Action Plan of the Justice Sector Reform Strategy for 2011-2016 (12.2014) | NAC |
| 1. ToR about establishing national competition on anti-corruption investigative journalism and provided advises regarding the potential donors – May 2014 | NAC/ independent journalists |
| 1. “Independence of specialized anti-corruption institutions in the spirit of the international anti-corruption standards” – June 2014 | NAC |
| 1. 5-days Training Program on the investigation of corruption offences | NAC |
| 1. Launch of the independent journalistic anti-corruption investigation competition – October 2014 | NAC |
| 1. concept of celebration of the International Anti-Corruption Day – October 2014 | NAC |
| 1. Guidelines on prevention of conflict of interest – October-December 2014 | NAC |
| 1. incorporation anti-corruption in constitution – November 2014 | NAC |
| 1. use and disposal of returned assets: 4 models. November 2014 | NAC |
| 1. Review of newly adopted Ukrainian anti-corruption legislation (“Law on Corruption Prevention”, “Law on Anti-Corruption Bureau”, corresponding laws) and advised about the provisions which might be useful for the RM – November 2014 | NAC |
| 1. “Glossary of the Conflict of Interest and Corruption Terms” with definitions of key terminology and concepts used in international treaties, soft law and other non-binding initiatives, as well as in academic literature – 1st edition - June 2014; Revised edition – November 2014, Ro and En | NAC |
| 1. General framework for accountability of Anti-Corruption agencies – July 2014 | NAC |
| 1. Guidance Note on developing anti-corruption strategy – August 2014 | NAC |
| 1. Study paper: “Anti-Corruption Bodies: Institutional Models” – August 2014 | NAC |
| 1. options on institutional models for the asset recovery unit– September-November 2014 | NAC |
| 1. policy and legislative priorities in agriculture and rural development area. Updated priorities and proposals of strategic documents presented to the Minister, July 2014 | MAFI |
| 1. measures regarding non-agricultural activities in rural areas as in line with National Agriculture and Rural Development Strategy, September 2014 | MAFI |
| 1. proposals of cooperation between Moldovan and German Ministries of Agriculture including subordinated institutions in the area of agri-food sector – in the form of draft of the bilateral agreement, September 2014 | MAFI |
| 1. developing guide on investments opportunities in agri-food sector in the Republic of Moldova including national subsidies and external financial assistance, draft of the guide, October 2014 | MAFI |
| 1. proposals with DCFTA Support project on DCFTA implementation coordination, monitoring and evaluation system with DCFTA Support project, September/October 2014 – under implementation | MoE |
| 1. internal procedures and document flow organization at the MoE re State Secretary, August/September 2014 | MoE |
| 1. Policy note on strengthening research infrastructure, human capital and international networking in higher education institutions – issued in May 2014, implemented in October 2014 | MEdu |
| 1. Policy note on funding mechanisms for the higher education institutions for each cycle (bachelor, master and doctorate) – issued November, 2014 | MEdu |
| 1. Concept for Institutional Reform and Modernisation, Nov. 2014 | MoEnv |
| 1. establishment of 3 working groups (on revision of the Procedural Codes on the issues of discretion, on amendments to the Law on National Integrity Commission, on the law on Advocates); June, 2014. | MoJ |
| 1. corruption prevention activities planned in Autumn 2014; June, 2014 | MoJ |
| 1. proposal to the minister to introduce regular weekly meetings with the heads of agencies and enterprises and heads of departments for better co-ordination of activities and exchange of information. June 2014 | TRANS |
| 1. EU best practice on Customs processes with recommendations for reform, May 2014 | CUST |
| 1. Concept of study visit on Data collection (planned for Dec) | BMA |
| 1. Concept of OSS and methodology and procedures inter-action with migrants | BMA |
| 1. Transfer Price tax regime, May 2014 | STI |
| 1. PM&QA handbook, June 2014 | STI |
| 1. TSA implementation matters, Oct 2014 | STI |
| 1. Draft statute changes, aiming at unifying the central and territorial organisational units into one entity | STI |
| 1. Methodology for drawing up standard operational procedures, in consultations, Nov 2014 | GPI |
| 1. Regulation for setting up a Steering Committee at the GPI level; in consultations, Nov 2014 | GPI |
| 1. Planning methodology within GPI and subordinated structures; in consultations, Nov 2014 | GPI |
| 1. Training methodology for drafting policies – 02.10.2014 | GPI |
| 1. Rules of procedure for the Steering Committee at GPI; 02.10.2014 | GPI |
| 1. Proposals made for the organization of the internal audit department of ANSA, including the responsibilities of this department (June 2014) 2. Integrate the procedures for the approval and registration of the FBO in the General Agricol Register terms of reference (June 2014) | NFSA |
| 1. Procedure for the approval of the food business operators (July 2014) | NFSA |
| 1. Reporting templates in the area of animal origin food (July 2014) | NFSA |
| 1. Action plan for the implementation of TRACES system (July 2014) | NFSA |
| 1. Procedures for ante-mortem inspection in poultry slaughterhouses (August 2014) | NFSA |
| 1. Procedures for post-mortem inspection in poultry slaughterhouses (August 2014) | NFSA |
| 1. Procedures for implementation of the requirements concerning food chain information in poultry slaughterhouses (Aug 2014) | NFSA |
| 1. Instructions related to the implementation of microbiological self- control programs for table eggs (September 2014) | NFSA |
| 1. Instructions related to the implementation of residues self- control programs for table eggs (September 2014) | NFSA |
| 1. Instructions related to the good hygienic practices for table eggs (September 2014) | NFSA |
| 1. Instructions related to the HACCP programs for table eggs (September 2014) | NFSA |
| 1. Instructions related to the marketing of table eggs (September 2014) | NFSA |
| 1. Instructions related to the official control in the area of table eggs (September 2014) | NFSA |
| 1. Draft of legislative act establishing consultative councils of NFSA (October 2014) | NFSA |

# Annex 15. Risk management methodologies

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| Annex 15. Methodologies (area and date approved/status) | Beneficiary |
| 1. Note on the Methodology to Schedule Energy Inspections based on Risk. Avoidance of duplication of activities between ANRE and General State Energy Inspectorate, May 2014 | Government |
| 1. organization, structure and package of procedures for implementing quality system based on ISO standards – EU best practices explanation note, August 2014 | MAFI, ANSA |
| 1. Risk management principles in designing DCFTA implementation coordination, monitoring and evaluation system at the MoE, approved - October 2014, under implementation | MoE |
| 1. A specialized directorate, at the level of the central apparatus of MIA to ensure the operational management and the coordination of all MIA activities in the field of public order was established with the support of EUHLPAM; the directorate will be also responsible for crisis management, support being further needed to develop the capabilities of this new structure – August 2014 | MIA |
| 1. Support for the elaboration of the internal MIA regulation and methodology on public policies elaboration, adoption, monitoring and evaluation – November 2014 | MIA |
| 1. Draft Operational Procedures, Forms and Checklists for the Naval Agency for the implementation of IMO regulations and relevant EU additional requirements for General Maritime Security Procedures, Port Facility Security, Ship Security, Recognised Organisations and Port Security | TRANS, the new Naval Agency |
| 1. Proposal for High Level Risk Strategy to be adopted by Customs Service, June 2014. Now being developed | CUST |
| 1. Needs assessment report on risk analysis and Methodology on Risk Analysis | BMA |
| 1. Risk management methodology drafted; in consultations, Nov 2014 | GPI |
| 1. Draft Institutional Reform and Modernisation Concept developed by the Adviser contains a Risk Assessment. | MoEnv |
| 1. Procedure concerning risk based control of the establishment from the retail area. (June 2014 – approved) | NFSA |
| 1. Review of the National Control Program in the non-animal origin food area and elaborate instructions for the implementation, which were sent to regional structures (June 2014 – approved) | NFSA |
| 1. National Control Plan for Salmonellosis in laying hens (July 2014- approved) | NFSA |
| 1. National Control Plan for Salmonellosis in broilers (July 2014- approved) | NFSA |
| 1. National Control Plan for Avian Influeza (July 2014- approved) | NFSA |
| 1. Procedure for the approval of the food business operators (July 2014- draft) | NFSA |
| 1. Procedures for ante-mortem inspection in poultry slaughterhouses (August 2014- approved) | NFSA |
| 1. Procedures for post-mortem inspection in poultry slaughterhouses (August 2014- approved) | NFSA |
| 1. Procedures for implementation of the requirements concerning food chain information in poultry slaughterhouses (August 2014- draft) | NFSA |
| 1. Instructions related to the implementation of microbiological self-control programs for table eggs (September 2014- approved) | NFSA |
| 1. Instructions related to the implementation of residues self- control programs for table eggs (September 2014- approved) | NFSA |
| 1. Legislative act for review of National Control Program for Feed (October 2014- approved) | NFSA |
| 1. Legislative act related to sampling procedures in the retail area (October 2014- draft) | NFSA |

# Annex 16. Contacts with other projects/programmes/instruments

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| Annex 16. Type, timing and outcome | Beneficiary |
| 1. Participation in Energy Donors Meeting – 15th of May, July, September, November, December | PM Office |
| 1. Assessment of the need for an best practice consultancy financed by World Bank for the new electricity and heat producer and distributor in Chisinau (Termocom + CET 1 + CET 2), August 2014 | Termocom + CET 1 + CET 2 |
| 1. Proposed improvements to the ToR drafted by EBRD for the Feasibility Study of electricity interconnections with RO, September 2014 | EBRD, MoE |
| 1. Participation and suggestions to the Pre-feasibility Study of the Ungheni – Chisinau gas pipeline (EBRD), December 2014 | EBRD, MoE |
| 1. International legal assistance and European integration division on projects: CEI Know-how Exchange Programme KEP Austria and Kep Italy (06.2014). | PGO |
| 1. Joint meeting with the General Prosecutor and EU experts, about the results of the evaluation on performance of the Justice Sector Reform Strategy for 2011-2016 (Matrixes) (06.2014). | PGO |
| 1. Team Leader of Project “Short-term High Quality Studies to Support the Eastern Partnership Activities” (Eastern Partnership countries) (within Platform I – Democracy, good governance and stability) (08.2014). | PGO |
| 1. representatives from the GPO, MAI, CNA, MD e-Government Center on the prospects of integration / interconnection information (09.2014). | PGO |
| 1. Projects – *EU Support to the Pre-Trial Investigation, Prosecution and the Defense Set-Up*. (11—12.2014). | PGO |
| 1. international event on Cybercrime policies and capacity building in the Eastern Partnership region (11.2014). | PGO |
| 1. recommendations for the Moldova UNCAC review scheduled for September 2014; Facilitated the UNODC phone conference between the UNCAC reviewers and NAC – May 2014 | NAC |
| 1. Meeting with Swedish Ambassador to discuss ways for further cooperation with NAC – June 2014 | NAC |
| 1. Basel Asset Recovery Center in order to provide trainings and consultation on setting up the asset recovery office – June 2014 | NAC |
| 1. country visit for the review of the implementation of the United Nations Convention against Corruption (UNCAC) in the republic of Moldova; Organized and contributed to 4-days workshop and review process – September 2014 | NAC |
| 1. UNODC meetings and discussions about the enforcement of chapters III (criminalization and law enforcement) and IV (international cooperation) of the Convention in domestic l laws. Drafted follow-up comments and provided to the UNCAC team – September 2014 | NAC |
| 1. Meeting with Donald Carroll, Director, Criminal Justice and Law Enforcement Section, United States Embassy about possible assistance on investigation and prosecuting high-profile money-laundering case - – September 2014 | NAC |
| 1. comments to the Council of Europe’s assessment on illicit enrichment, extended and special confiscation's provisions – October 2014 | NAC |
| 1. proposal for the East-Europe Foundation on the national anti-corruption conference and publications including anti-corruption compendium – October 2014 | NAC |
| 1. meetings with the EEF and TI related to the International Anti-Corruption Day - October 2014 | NAC |
| 1. ABA/NIC/MoJ workshop and delivered presentation on regulations of the conflicts of interest - October 2014 | NAC |
| 1. CoE anti-corruption workshop and provided contribution to the upcoming CoE project – November 2014 | NAC |
| 1. Organized the visit of the anti-corruption department of the MoJ of Ukraine to the NAC in cooperation with Soros Foundation – Ukraine. November 2014 | NAC |
| 1. Organized the seminar for the NAC with participation of the Norwegian National Authority for Investigation and Prosecution of Economic and Environmental Crime (ØKOKRIM) in cooperation with NORLAM - November 2014 | NAC |
| 1. Package of documentation required by National Property Agency for procurement process targeted for identifying international developer for Wholesale Market Chisinau, June 2014 | MAFI, Director of Wholesale Market Chisinau Company S.A. |
| 1. draft of the regulation for AIPA on implementing loan granted by Polish Government to the Moldovan Government, August 2014 | Agency for Intervention and Payments in Agriculture (AIPA) |
| 1. Support in preparation for implementing in Moldova ENPARD Programme for Agriculture and Rural Development sector- support measures in line with the strategy | AIPA |
| 1. programming EU budget support to Moldova for Agriculture and Rural Development sector- proposal of the budget allocation, July, 2014 | MAFI, AIPA |
| 1. expert consulted possible projects to be financed through polish loan granted to the Government of Moldova. The priorities were dedicated to projects in milk and meat sub-sectors. Examples of the projects were elaborated, November 2014 | MAFI, potential beneficiaries, |
| 1. Continuous liaison and close coordination on designing and implementing DCFTA implementation coordination, monitoring and evaluation system with DCFTA Support project | MoE |
| 1. Liaison, administrative support and policy input to WB financed project consultants on “Analysis of Priority Export Markets and Instruments to Promote Moldova Exports to the EU and Other Markets and Preparation of a Two Year Interim Action Plan for Moldova Investment and Export Promotion Organization”, October-November 2014 | MoE, MIEPO |
| 1. Ongoing sharing of best practice and coordination with USAID BRITE, UNECE, GIZ/GET Moldova, ESRA technical assistance project team, GIZ Investment Attraction Team and others | MoE |
| 1. Liaison with the Ministry of Agriculture on preparation of loan program financed by Poland to invest in Moldovan Agriculture and Enterprise Development via EUHLPAM Advisor at the MoAFI | MoE, MAFI |
| 1. Acquainted the person responsible for VET in the Coordination council of ANACIP with the Technical Assistance and Budget Support Project for VET funded by EU and implemented by GOPA. | MEdu |
| 1. Coordinate the implementation of Administration Boards for education institutions in cooperation with the “Global Partnership for Social Accountability” project funded by the World Bank and implemented by Expert Group NGO | MEdu |
| 1. Regular meetings and discussions with the Donor Agencies and Development cooperation attaches of Embassies accredited in Chisinau including Swiss Development Cooperation Bureau, EBRD, World Bank, EU, GIZ, USAID, and meeting with Development representatives of Embassies including French, Czech, Slovak and Austrian Development funds. In addition representatives from other international organizations and IFIs such as OECD and EIB and the investment arm of the ADA. April –December 2014 | MoEnv |
| 1. Ulrich Kleppman Integrated Expert, Ministry of Regional Development and Construction, Project supported by German Development Cooperation. August-December | MoEnv |
| 1. GiZ Director Moldova Philipp Johannsen and George Mc Donnell Team Leader GIZ Project. October-December | MoEnv |
| 1. Austrian Development Assistance (ADA) with Director and Constantin Mihailescu. December 2014 | MoEnv |
| 1. Andrej Cantemir (April to December) and New Swiss Development Cooperation Director (December) and Andreas Knapp (December) and other SDC consultants (August to December) 2014. | MoEnv |
| 1. Regular meetings and discussions with the internal affairs attachés accredited in Chisinau (USA, Austria, Romania) – monthly | MIA |
| 1. Activities in cooperation with MIAPAC and with Criminal Justice and Law Enforcement Section of the US Embassy – April 2014 | MIA |
| 1. Support for the MIAPAC EU Project for the implementation of their last activities, related to operational management, flow of information, communication and PR – May 2014 | MIA |
| 1. Participation and intervention on the MIAPAC final steering committee – May 2014 | MIA |
| 1. Participation and intervention on the International Law Enforcement Coordination Meeting organized by the US Embassy. 2. Preparations for the 11th MIA’s International Donors Coordination Meeting – May 2014 | MIA |
| 1. Meetings and discussions with the internal affairs attachés of Austria and Romania on the ILECU project (increasing the capacity of the Md IGP for international cooperation at EU standards, especially those related to personal data protection and effectiveness of the cooperation) - May 2014 | MIA |
| 1. The 11th MIA’s International Donors Coordination Meeting was organized and held on June 5th, 2014 | MIA |
| 1. Meetings and discussions with the representatives of DCAF-ISSAT who conducted a needs evaluation assessment in RM upon the request of the Swedish Embassy in preparation of a programme/support for strategic management development in the MIA – June 2014 | MIA |
| 1. Cooperation with the US Embassy for the organization of the Operational Management Training Seminar and for the finalization of a methodology and data base for the analytical unit of the IGP – June 2014 | MIA |
| 1. Meetings and discussions with the representatives of DCAF Geneva, as a follow-up of the last month evaluation visit of ISSAT, in preparation of a programme/support for strategic management development in the MIA – July 2014 | MIA |
| 1. Cooperation with the US Embassy for the development and preparation of the common initiative regarding a MIA initial training facility – July 2014 | MIA |
| 1. Meetings of the EUHLPAM Cluster on Justice and Home Affairs, to discuss on the following EU evaluation mission regarding the VLAP Matrix Policy and budgetary support – August, September 2014 | MIA |
| 1. Meetings and field visits with the US Embassy representatives on the initiative regarding the establishment of a MIA Centre for Initial Training and on-service specialization – August, September 2014 | MIA |
| 1. Meeting and discussions with the EUHLPAM advisor to the Minister of Transport and Road Infrastructure to prepare a common initiative aiming to increase the roads safety – October 2014 | MIA |
| 1. Regular coordination meetings (weekly) with the EUHLPAM advisor to the head of the General Inspectorate of the Police – | MIA |
| 1. Meeting of the Law Enforcement Working Group organized by US Embassy, with the participation of different international organizations and internal affairs attachés accredited in Chisinau – October 2014 | MIA |
| 1. Steering Committee meetings of the project “Technical Assistance for the implementation of the legal and regulatory framework in the Aviation Sector according to the Agreement on Common Aviation Area between the EU and the Republic of Moldova” on 06.06.2014 and 21.10.2014 | TRANS |
| 1. Joint Visit of IFI Transport Sector Program Monitoring Team (EBRD, EIB, EC, MCC and World Bank) on road and railway projects. Two times: from 16-20 June and from 17- 21 Nov 2014 | TRANS, State Road Administration |
| 1. Twinning project "Strengthening Public-Private Partnership (PPP) System in the Republic of Moldova" on harmonization of activities regarding the pre-feasibility study on possibilities to develop Logistic Centres. Sept 2014 | TRANS, State Enterprise “Moldovan Railways” |
| 1. Membership of the EU-Moldova Project Group on the implementation of the Strategic Framework for Customs Cooperation | CUST |
| 1. liaise with the USAID on the strategic approach to risk assessment | CUST |
| 1. advice to UNDP Office in relation to the signing of a Memorandum of Understanding (MoU) between the Customs authority and the Ministry of Interior in connection with a container programme. To be finalized by 30 November 20143 October 2014 | CUST |
| 1. 4 September and October 2014, advice given to the visiting EU NCTS expert (New Computerised Transit System). To be finalized by December 2014 |  |
| 1. 1 virtual board meeting MOMID Project (IOM/UNDP) and provision of comments to MOMID Report. Comments were included to the final test of the document. | BMA + Min Justice |
| 1. 1 policy meeting UNHCR on on-going policy development. Contributed to fine-tuning strategy on amendments to law on asylum and to identifying priority issues in current text of the draft Law | Bureau for Relations with Diaspora, Ministry of Labor, BMA |
| 1. Seminar Human Rights Migrants ICMPD (contributed to drafting process to the draft law on immigration) | Diaspora Agency, Ministry of Labor, BMA |
| 1. German economic team (GET) on the subject of reducing the informal employment, July 2014 | STI |
| 1. SIDA TA project in the preparation of the TP Concept document, July 2014 | STI |
| 1. EUD on a training session for tactical analysis ; 17 Nov. 2014 | GPI |
| 1. Intergraph Computer Services on tailored training for using of GIS tool; 21 Nov 2014 | GPI |
| 1. Coordination meeting with representatives of US, UK, Netherland, Sweden and Austria Embassies in order to assure the synergy of donors initiatives | GPI |
| 1. Participation at GIZ-PTB Appraisal Mission Food Safety. Analyse the findings and proposal made for the implementation of the project | NFSA |
| 1. Preparatory meeting for TAIEX seminar on TRACES system, which took place in the period 17-20.06.2014. | NFSA |
| 1. Participation at EFSA Appraisal Mission on neighboring country project; | NFSA |
| 1. Coordinate the activities performed in the frame of the project “Approximating Moldovan legislation on official control of avian influenza and the Newcastle disease” | NFSA |
| 1. Coordinate the activities performed in the frame of the project “Approximating Moldovan legislation on ante- and post-mortem control in poultry slaughterhouse” | NFSA |
| 1. Coordinate the activities performed in the frame of the project “Approximating Moldovan legislation on highly pathogenic salmonella” | NFSA |
| 1. Assist beneficiary in the developing of proposals on the financial support in accordance with PNA 2013 for ANSA | NFSA |
| 1. Coordinate the activities performed in the frame of the projects funded by EU “Support ANSA on approximating Moldovan legislation to the EU official controls, in order to comply all the requirements for export to the EU (Assistance in the Implementation of Components 1) | NFSA |
| 1. Coordinate the activities performed in the frame of the projects funded by EU “Support ANSA on approximating Moldovan legislation to the EU marketing standards for table eggs in correlation with the hygiene package, in order to comply all the requirements for export to the EU (Assistance in the Implementation of Components 1) | NFSA |
| 1. Coordinate the activities performed in the frame of the projects funded by EU “Support ANSA on approximating Moldovan legislation to the EU self control programs of the food business operators, in order to comply all the requirements for export to the EU (Assistance in the Implementation of Components 1) | NFSA |

# Annex 17. Ex Post Policy Analysis interventions

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| Annex 17. ex post policy analysis interventions | Beneficiary |
| 1. Note on the dispute between ANRE RM and GasNatural Fenosa on electricity distribution tariffs | Prime Minister |
| 1. MOLDOVA 2014 REPORT ANTI-CORRUPTION INTERNAL EVALUATION AND THE ROAD-MAP FOR 2015 submitted to the Millennium Challenge Corporation (MCC). comprehensive review of Corruption measurement indices and indicators for Moldova – October 2014 | NAC |
| 1. Guidelines on corruption measurement tools – September-October 2014 | NAC |
| 1. Evaluation reports on implementation of the national Anti-corruption Strategy – June 2014 | NAC |
| 1. Reports on policy of corruption prevention in Moldova – May-November 2014 | NAC |
| 1. Elaboration of AA Title IV, chapter 8, October 2014 | STI |
| 1. best EU practice on methodology for monitoring and evaluation of Competitiveness Roadmap implementation | MoE |
| 1. Exclusion of old Vehicles’ from the Public Transport Fleet | MoEnv, State Ch. |
| 1. Participation in study conducted by two independent experts on the impact of the MIA reform on the society and internally-April 2014 – April 2014 | MIA |

# Annex 18. Networking activities

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| Annex 18. networking activities: type, outcome and date | Beneficiary |
| 1. EU Sustainable Energy Week – 23 to 27 June – participation with a presentation | EUD |
| 1. Public debate on IDIS Viitorul Study on alternative sources of electricity for RM, active participation and advice to IDIS, June 2014 | Civil Society |
| 1. Inauguration of the Iasi – Ungheni interconnector (with RO and RM prime ministers, ministers for economy and for energy, Commissioner for Energy Mr. Gunther Oettinger) | Government |
| 1. Participation in the 12th Meeting of the Eastern Partnership Platform 3 on Energy Security, 23rd October 2014. Presentation prepared: “Republic of Moldova’s interconnections with EU networks of electricity and gas” | Eastern Partnership |
| 1. Preparing the meeting between RO – RM – COM – IFI in Bruxelles, meetings held in July and November on investments in RM energy sector. Harmonization between RM and RO positions. Drafting the list of subjects for the RO – RM – COM – IFI meeting | Government |
| 1. Moldovan-Lithuanian Legal Forum (in Moletai, Lithuania Judges Training Centre(07-08.2014). | PGO |
| 1. event organized by the ABA ROLI, Anti-corruption Prosecutors Office and Lithuanian, Latvian GPO on Increasing Capacities of the investigations of corruption crimes (09-12.2014). | PGO |
| 1. NAC - Donors coordination meeting – June 2014 | NAC |
| 1. meetings with the EUD on setting up the EU-NAC anti-corruption working group - June 2014 | NAC |
| 1. Meeting with the Ambassador of Sweden on possibilities to support the NAC’s capacity building - June 2014 | NAC |
| 1. Participated in the EU-Moldova Forum - June 2014 | NAC |
| 1. establishment of the EUD-NAC anti-corruption group; operational rules of the EUD-NAC AC Group; - July 2014 | NAC |
| 1. Meeting with Enrico Nunziata, Ambassador of Italy on establishing cooperation with the Italian Asset recovery Office - Sept 2014 | NAC |
| 1. Assisting NAC in communication with OLAF and made pre-arrangements for signature of the OLAF-NAC Administrative Cooperation Agreement – October 2014 | NAC |
| 1. Facilitated the NAC’s membership in the European Partners against Corruption (EPAC); NAC was accepted as a full member of the EPAC – November 2014 | NAC |
| 1. negotiations with OLAF in order to organize the visit of the OLAF Director General to the RM. OLAF Director-General will visit Moldova to sign the cooperation agreement with NAC – November 2014 | NAC |
| 1. Facilitated meetings of the Head of the EUD with the NAC Director on the role of NAC for protection of the EU funds from corruption and fraud – November 2014 | NAC |
| 1. process of harmonization of health certificates for animals (veterinary certificates) and meat products between Polish and Moldovan veterinary authorities. Health certificates (9) agreed and approved, August 2014 | MAFI, ANSA, Polish Veterinary Inspection |
| 1. consultation process with polish organizations interested in implementing projects through “Polish Aid’, dedicated for development of agriculture and rural areas in Moldova, written proposal, October 2014 | MAFI, potential beneficiaries in Republic of Moldova, |
| 1. Organizational support and participation of EUHLPAM Advisor at the MoE to the visit of the Vice-Speakers of the Saeima (Parliament) of Latvia in Moldova, October 2014 | Parliament of the Republic of Moldova, MoE |
| 1. 3 days visit of the Secretary General of the Ministry of National Education from Romania to Chisinău on delineation of responsibilities between the political and administrative levels of government, the institutional management and financing in education ( 17-19.09.14) | MEdu |
| 1. Andrzej Januszewski, European Commission,DG ENVIRONMENT Unit E1 (International, Regional & Bilateral Relations) | MoEnv |
| 1. Ongoing liaison (May –December 2014) with European Environmental Agency | MoEnv |
| 1. bilateral discussions with Sweden, Czech Republic, Slovak Republic and German Federal Ministry of Environment, Berlin on funding support for the development of initiatives/projects on in the field of environment including priority elaboration of Legal framework based on Legal Gap Analysis Report and implementation support according to AA requirements. August and September 2014 | MoEnv |
| 1. German Federal Ministry of Environment | MoEnv |
| 1. At the request of DG Environment assisting EU Consultant Mr. Jerzy Sarnacki with DG DEVCO and DG ENV commissioned a report on ''Environmental integration into other sector policies and legislation in the Eastern Partnership countries'' | MoEnv |
| 1. Mrs. Laura Codruta Kovesi, the Romanian National Anti-Corruption General Prosecutor, was invited for a round table with the MIA, the GPO and the CAN, and for a lecture at the University of the State – May 2014 | MIA |
| 1. Support for the participation of a MIA delegation to a conference on strategic and tactic analysis, organized in Bucharest mid June, was given; on this occasion an analytical manual in Ro language was launched, the Moldovan delegation being provided a number of copies and an electronic version – June 2014 | MIA |
| 1. MIA was granted, with the support of EUHLPAM adviser, the participation at a regional conference on strategic analysis (end of July) that will deal with geo-spatial tools and technologies that are commonly used for the organization and coordination of law enforcement MIA related daily activities. Eight seats, fully sponsored by the organizers, were reserved for the MIA representatives – June 2014 | MIA |
| 1. Support for the participation of a MIA delegation of 8 experts in intelligence analysis to a two-days conference on geo-spatial tools and technologies that are commonly used for the organization and coordination of law enforcement MIA related daily activities, organized in Brasov, Romania was provided – July 2014 | MIA |
| 1. Support for the participation of a MIA delegation of 4 experts in combating organized crime and drug trafficking to a regional conference organized in Sinaia, Romania with the participation of the SE Europe and Central Europe heads of organized crime and anti-drug specialized units – August, September 2014 | MIA |
| 1. Meetings in Bucharest with top level management of the Romanian Ministry of Interior and Police to evaluate the stage of different initiatives aiming to increase the support for the Moldovan counter-partners and to identify new ways and areas where Romanian Police and MIA experience and expertise, as part of the EU law enforcement institutions, can be transferred – October 2014 | MIA |
| 1. Participation with a presentation, together with the EUHLPAM Advisor of the Police and MIGRECO Advisor of the Border Police, on a round table organized by the Soros Foundation on EU good practices for the annual professional evaluation of police officers and prosecutors – November 2014 | MIA |
| 1. A study/exchange of experience tour for two specialists of MTRI to Latvian Maritime Administration and Port of Mersrags Authority organized. Experience exchanged and advice received on many practical issues. October 14-15. | TRANS |
| 1. The EU-Moldova Project Group on the implementation of the Strategic Framework for Customs Cooperation | CUST |
| 1. Study visit to Italy (in preparation. To take place in Dec.) | BMA |
| 1. Study visit to France (took place already) | BMA |
| 1. Donors´ round table meeting, July 2014 | STI |
| 1. Collaboration between EUD and NFSA in order to identify support resources for upgrading the official laboratories and agri-food establishments, in particular eggs and poultry meat units. | NFSA |
| 1. Collaboration between EUD and NFSA in order to prepare the visit of Commissioner Tonio BORG in the Republic of Moldova | NFSA |
| 1. Report concerning Anthrax disease to the European Delegation in Republic of Moldova | NFSA |
| 1. Common meeting between the representatives of EUD and NFSA, in order to discuss future EU assistance | NFSA |

# Annex 19. Policy notes/ reports to EUD

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| Annex 19. Policy notes/ reports to EUD: type, issue | Date, author |
| 1. Note on the Electricity Distribution Tariff Methodology assessing the modifications proposed by ANRE RM and their effects on GasNatural Fenosa | Energy Adviser, Sept 2014 |
| 1. Wording proposal for ENP Report 2014 - energy | Energy Adviser, Sept 2014 |
| 1. Draft recommendations for the new Government - energy | Energy Adviser, Nov 2014 |
| 1. anti-corruption reform process in Moldova; policy note / input: “State of play reform process; Overview of EU support in anti-corruption area, Key messages” | NAC adviser, June 2014 |
| 1. presentation on the OECD major Principles for Donor action in Anti-Corruption | NAC adviser June 2014 |
| 1. Memorandum of Understanding between the EUD and NAC | NAC adviser July 2014 |
| 1. input for ENP Country Progress Report 2014 - Republic of Moldova: 2. Political dialogue and reform - Deep and Sustainable Democracy – anti-corruption | NAC adviser September 2014 |
| 1. Briefing file on the reform process in Moldova, including key messages and state of play of reform process in agriculture and rural development areas prepared at the EUD request, | MAFI adviser, May 2014 |
| 1. note on the progress in the implementation of the EU legislation in the area of SPS in the Republic of Moldova | MAFI Adviser, July 2014 |
| 1. ENP progress report in 2014 in the area of Agriculture | MAFI Adviser, Sept 2014 |
| 1. ENP Progress Report on state of reforms and economy of Moldova in 2014 | October 2014, MoE Adviser |
| 1. Written input and liaison on sustainable development with MoE and Ministry of Labor, Social Protection and Family for ENP Progress Report on state of reforms and economy of Moldova in 2014 | November 2014 |
| 1. Provided input for a briefing file on the reform process in Moldova, including key messages and state of play of reform process in Education to EUD. | May 23, 2014, MEdu Adviser |
| 1. Assisted the EU Delegation, the Ministry of Justice, and the Moldovan Department for reintegration to design an effective mechanism for Apostillation of higher education diplomas released by universities in Transnistrian region | August and September 2014 MEdu Adviser |
| 1. Contributed to ENP Country Progress Report on the Education section | September 26, 2014  October 9, 2014 MEdu Adviser |
| 1. Meet with the Head of Delegation for an update on the state of the system | October 2, 2014 MEdu Adviser |
| 1. Environment Policy Note covering all activities in the sector | MoEnv Adviser |
| 1. Water Sector Policy Note | MoEnv Adviser |
| 1. Policy Matrix Achievement, according to Addendum No 2 to the Financing Agreement for the Programme ‘Sector Policy Support Programme (SPSP) in the Water Sector and Sanitation’ | MoEnv Adviser |
| 1. Assessment of Law and Policy Achievements Water Sector Moldova. November 2014 | MoEnv Adviser |
| 1. Written contribution to the ENP Annual Progress Report elaborated by EUD – September 2014 | MoEnv Adviser |
| 1. Meeting with Mrs. Danielle KEULEN, EU Delegation, and discussions (briefing) related to the MIA and subordinated departments reform – | June 2014, MIA adviser |
| 1. Meetings with Mr. Andrei Vrabie, EUD desk-manager on justice and home affairs | June 2014, MIA adviser |
| 1. Meeting with Ambassador Pirkka Tapiola, head of the EU Delegation and Aneil Singh, head of EUD Cooperation, with the participation of the EUHLPAM advisors from the Justice and home Affairs Cluster | September 2014, MIA adviser |
| 1. Written contribution to the ENP Annual Progress Report elaborated by EUD | September 2014, MIA adviser |
| 1. Contribution to the 5th ENP Report of the EUD | November 2014, MIA adviser |
| 1. Information for ENP Country Progress Report regarding transport sector prepared. | October 2014, TRANS adviser |
| 1. A Policy Note to Alexandre Darras, Attaché - Project Manager on recommendations for the new government regarding priorities in transport sector prepared. | 27 November 2014, TRANS adviser |
| 1. Contribution to revised Customs ‘Blue Prints’ for strategic governance of Customs Services | June and July 2014, CUST Adviser |
| 1. Policy note on progress made by Customs Service for European Neighbourhood Policy Report 2014. | Sept 2014, CUST Adviser |
| 1. Statistical Note on migration and asylum trends prepared for EUD, June 2014 | BMA |
| 1. ENP Progress Report | BMA |
| 1. Contributions to ENP Progress report, Nov 2014 | STI |
| 1. Priorities and expected results of the Project Fiche for the next budgetary support of the EU | 1 Oct 2014, GPI adviser |
| 1. ENP Progress Report | Nov 2014, GPI Adviser |
| 1. Report the current status in the implementation of food safety legislation and implementation of DCFTA Agreement by NFSA. | October 2014, ANSA Adviser |

# Annex 20. Mainstreaming policy notes

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| Annex 20. Policy notes: issue and date | beneficiary |
| 1. studies on gender and corruption (correlations between corruption indices and women’s participation in decision-making bodies) | NAC |
| 1. best international practices about the accountability and reporting mechanisms of the independent anti-corruption agencies | NAC |
| 1. Gender-balanced composition of the Council. Seven out of 15 members of the Coordination council of ANACIP are women – June 2014 | MEdu |
| 1. Mainstreaming Human Rights, including for pupils with special educational needs in the new Code of Education– July 2014 | MEdu |
| 1. Mainstreaming accountability for the management bodies of education institutions in the new Coe of Education– July 2014 | MEdu |
| 1. Apostillation of diplomas released in the Transnistria region to ensure the right to education of persons studying on the left bank of the Nistru river – August 2014 | MEdu |
| 1. The proposed regulation for the Council for Ethics and Management for higher education rules that the members of the Council should be gender balanced | MEdu |
| 1. The proposed regulation for the Council for Ethics and Management for higher education has clear provisions to prevent conflicts of interests and incompatibilities | MEdu |
| 1. Four out of ten persons in the international panel for the assessment of the research projects submitted for funding at the Ministry of education were of different gender | MEdu |
| 1. Clear accountability provisions in the Regulation for organization and functioning of the National Agency for Quality Assurance in the Professional Education, including the prevention of conflicts of interests within the process of external evaluation for quality assurance | MEdu |
| 1. Environment mainstreaming in AA implementation | MoEnv, EuD |
| 1. Environment mainstreaming in Regulatory reform | MoEnv, MoE |
| 1. Human Rights: The proposals in the inception ‘Review Report’ submitted by the Advisor on 21 May 2014 contain measures for tackling smuggling in all areas of Law Enforcement including Human Trafficking and therefore the preservation of Human Rights | CUST |
| 1. Gender*:* The Review Report above (see above) is compliant with international regulations/policy on gender issues. Also a detailed gender disposition analysis for all trainings carried out in the period has been maintained | CUST |
| 1. Accountability:The EU HLPAM Advisor has drafted and submitted a ‘Review Report’ with recommendations which the Advisor is accountable for implementing. | CUST |
| 1. Environment Sustainability*:* Proposals submitted for the introduction of a central coordination centre will included provision for phytosanitary unit | CUST |
| 1. Policy Note on ISO 26000, including cross-cutting issues | STI |
| 1. National Program for the upgrading of agro-food establishments. In the upgrading programs of the agro-food establishment will be a section related to the management of the waste-water and protection of the surrounding area of the unit. (July 2014 - *environment* sustainability) | NFSA |
| 1. Procedures for ante-mortem inspection in poultry slaughterhouses (August 2014 - *environment* sustainability, *human rights*) | NFSA |
| 1. Procedures for post-mortem inspection in poultry slaughterhouses (August 2014 - *environment* sustainability, *human rights*) | NFSA |
| 1. Procedures for implementation of the requirements concerning food chain information in poultry slaughterhouses (August 2014 - *environment* sustainability) | NFSA |
| 1. Instructions related to the official control in the area of table eggs (September 2014 - *human rights*) | NFSA |
| 1. Instructions related to the implementation of microbiological self control programs for table eggs eggs (September 2014 - *environment* sustainability) | NFSA |
| 1. Instructions related to the implementation of residues self control programs for table eggs (September 2014 - *environment* sustainability) | NFSA |
| 1. Instructions related to the good hygienic practices for table eggs (September 2014 - *environment* sustainability) | NFSA |
| 1. Legislative act establishing consultative councils of NFSA (October 2014 -*human rights*) | NFSA |
| 1. Legislative act related to the classification of pig carcasses (October 2014 - *accountability* component) | NFSA |

# Annex 21. Applications, Fiches

|  |  |
| --- | --- |
| Annex 21. Type, outcome and date | beneficiary |
| 1. TAIEX Application for support in establishing a Regulatory Authority for Mineral Resources (oil and gas), April 2014 | State Chancellery |
| 1. 2 draft proposals for a project to the OSCE mission - Strengthening the institutional capacity development of the SCP and the Attestation Commission (09.2014). | PGO |
| 1. TAIEX program | PGO |
| 1. “Increasing Capacities of the Justice Sector Actors in Investigation of Corruption Crimes” (11.2014). | PGO |
| 1. TWINNING- Strengthening capacities in fighting organized crime (establishing a specialized Prosecutor’s subdivision competent in combating organized crime, training/specialize of prosecutors, enhance the international mutual legal | PGO |
| 1. Twinning Fiche and Technical Specifications for the National Anti-corruption Centre; June – Sept 2014 | NAC |
| 1. Corruption prevention project proposal for Hanns Seidel Foundation covering: social campaign "TALENT DOESN’T TAKE BRIBE. ANTI-CORRUPTION IN PICTURES"; Anti-Corruption Investigative Journalism Competition; Organisation of essay contest for students– July 2014 | NAC |
| 1. Project proposal was accepted in September 2014 and financial support has been provided for the project activities. | NAC |
| 1. project proposal (anti-corruption awareness raising campaign) for the East Europe Foundation – July 2014; proposal was accepted. | NAC |
| 1. Proposal for Croatian Development Agency on technical assistance from USKOS (Bureau for Combating Corruption and Organized Crime) – September 2014 | NAC |
| 1. defining projects and areas for legal approximation through the project “Building Institutional Capacity of the Ministry of Foreign Affairs and European Integration (MFAEI), May 2014 | MAFI, ANSA |
| 1. proposals of new areas of EU technical assistance for MAFI and subordinated institutions for 2015, August 2014 | MAFI |
| 1. Lithuanian project dedicated to agriculture and food safety, October 2014 | MAFI |
| 1. ToR for on policy, legislation, institutional arrangements, national procedures and documentation in the area of *labelling requirements for plant protection products and guidance on re-use and disposal of plant protection products packaging, November 2014* | MAFI |
| 1. ToR Institutional development cost analysis | MoEnv |
| 1. Coordination and control activities related to meeting specific conditions and indicators related to disbursement of first tranche of direct budget Support to the Implementation of the DCFTA Process in Moldova: financing agreement concluded, criteria met and disbursement in administrative approval process | MoE |
| 1. Preparation of a TA project for the implementation of the new Code of education – August 2014 | MEdu |
| 1. A twinning project proposal between ANACIP and the Romanian Agency for Quality Assurance in Higher Education for 70000 Eur financial support from the Ro MFA | MEdu, State Chancellery |
| 1. ToR for draft Environmental Protection Law | MoEnv |
| 1. ToR for International Consultant on Directive 94/63/EC on the control of VOC emissions | MoEnv |
| 1. ToR for International Consultant for upgrading and EU approximating national legislation, institutional arrangements, procedures and best practices in the area of emissions of harmful substances into the atmosphere in relation to Directive 1999/32/EC relating to a reduction in the sulphur content of certain liquid fuels. | MoEnv |
| 1. ToR for International Consultant on Directive No 96/82/EC on the control of major accident hazards involving dangerous substances as amended by Directive No 2003/105/EC and Regulation (EC) No1882/2003 (known as the Seveso Directive) | MoEnv |
| 1. ToR International Consultant on Implementation of Environmental Impact Assessment | MoEnv |
| 1. Terms of Reference for Support for EIA Implementation Phase II | MoEnv |
| 1. Terms of Reference for Support for the draft Environmental Protection Law (EPL) Phase II | MoEnv |
| 1. Support for the elaboration of the pre-feasibility fiche for the EU twinning project (concept approved by CIPS, on the list of 15 approved) “Implementation of the Intelligence Led Policing Concept in the Moldavian Police” – April 2014 | MIA |
| 1. Assistance and advice during discussions with EUD on the application for a twinning on Intelligence Led Policing; an independent expert will be contracted by EUD to prepare the fiche and the ToR for this twinning, activities planned to be carried out by the end of September – June 2014 | MIA |
| 1. Assistance and advice for the preparation of ToR for the EUHLPAM adviser to the head of the General Inspectorate of the Police and for ToR on the needs assessments missions required by the VL budgetary support Matrix – June 2014 | MIA |
| 1. Assistance and advice during discussions with the Romanian MAI for the development of a common project on training, transfer of know-how and best –practices in the field of cyber security, critical infrastructures, operational and strategic management and anti-corruption. The estimated value of the proposed project is 450 000 Euro, to be financially supported from the Internal Security Fund, part of the new adopted 2014-2020 Financial Exercise – July 2014 | MIA |
| 1. Assistance and advice during bilateral discussions with Sweden, Romania and USA for the development of initiatives/projects on training, transfer of know-how and best –practices in the field of management (core management skills for public administration personnel, leadership and human resources management, business process management, change and risk management etc. but also cyber security, critical infrastructures and anti-corruption – August 2014 | MIA |
| 1. Assistance and advice provided both to MIA and EUD in the elaboration of an Identification Fiche for Sector Reform Contract; this initiative is aiming to provide substantial financial support for the continuation of the reform and modernization process of the Police – September 2014 | MIA |
| 1. Draft Terms of Reference for a local short-time expert to evaluate, in cooperation and under supervision of EUHLPAM, the functionality of the present territorial organization of MIA and to elaborate a report with conclusions and proposals for a re-organization of the ministry’s territorial structures – November 2014 | MIA |
| 1. 3 ToRs for the International consultants on legal framework for the security of ships and port facilities and safety management, access to the railway market and safety on railways, and roadworthiness tests for motor vehicles and their trailers prepared and published in June 2014. As a result draft proposals for amendments to the legislative acts are prepared, operational documents drafted and necessary changes explained to the representatives of the ministry and other stakeholders during the final workshops | TRANS, National Road Transport Administration, Giurgulesti Harbor Master Service, State Enterprise “Moldovan Railways” |
| 1. 5 proposals/fiches for possible technical assistance and Twinning projects have been prepared and submitted to the MFAEI regarding in order to strengthen capacities of MTRI and their agencies. | TRANS, National Road Transport Administration, State Road Administration |
| 1. Met with MFAEI with regard to potential assistance to beneficiary on legal drafting matters, June 2014. | CUST |
| 1. TOR for International Expert on Methodology for the documentation of foreigners (Polcy Matrix – Note on New Concept of One-Stop-shop) | BMA |
| 1. Progress Report Policy Matrix (draft part on migration and asylum submitted to MIA | BMA |
| 1. Potential TWINNING in the area of migration (fight against illegal migration and legal migration). | BMA |
| 1. Project Fiche for the next budgetary support of the EU – 01.10.2014 | GPI |
| 1. TOR on approximating Moldovan legislation on official control of avian influenza and the Newcastle disease (June 2014) | NFSA |
| 1. TOR on approximating Moldovan legislation to EU standards on official controls that must be performed to ensure food safety in table eggs field (June 2014) | NFSA |
| 1. TOR on approximating Moldovan legislation to the EU marketing standards for table eggs in correlation with the hygiene package, in order to comply all the requirements for export to the EU (June 2014) | NFSA |
| 1. TOR of project train the Moldovan authorities on supporting the FBOs in the field of table eggs to fulfil their general obligations - own control: microbiological, residues, contaminants and HACCP - according to the EU hygiene package (June 2014) | NFSA |
| 1. TOR on approximating Moldovan legislation on official control of poultry meat, in particular ante-mortem and post-mortem exam (July 2014) | NFSA |
| 1. TOR on approximating Moldovan methodology on laboratory control of zoonotic salmonellosis (July 2014) | NFSA |
| 1. TOR on training of the official inspectors and food business operators regarding own checks and HACCP procedures in the establishments producing food of vegetal origin (July 2014) | NFSA |
| 1. Developing of proposals on the financial support in accordance with PNA 2013 for NFSA in which were proposed 5 programs (Aug 2014) | NFSA |
| 1. Assist EU delegation for finalizing the TOR for the project „Support to the National Food Safety Agency” (Sept 2014) | NFSA |
| 1. TOR for national consultant on the procedures for accreditation according with ISO 17025 standard for laboratory method for detection and identification of Salmonella (Oct 2014) | NFSA |
| 1. TOR for national consultant on developing the procedures for implementation of internal audit system in accordance with the requirements of art. 4 of Law no 50/2013, for the verification of efficiency and effectiveness of official controls performed by NFSA (Oct 2014) | NFSA |

# Annex 22. Events Calendar: May – November 2014

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Area** | **EUHLPA** | **Title** | **Date&time** | **Participation** |
| 1. EUHLPAM Steering Committee |  |  | 15 May 2014 | EUD, MFAEI, UNDP |
| 1. EUHLPAM induction | Oxana Gutu | First induction team meeting: new project | 18 May 2014 | Advisers |
| 1. EUHLPAM | Oxana Gutu | First Common EUD-MFAEI-UNDP-advisers meeting | 22 May 2014 | All |
| 1. MIA reform | Gabriel Sotirescu | MIA Donors Coordination Meeting | 5 June 2014 | Embassies, IOs |
| 1. Anti-corruption | Londa Esadze | NAC-donors Working Group (internal) | 16 June 2014 | EU embassies, IOs |
| 1. MIA Reform | Gabriel Sotirescu | A training seminar on Operational Management | 16 June 2014 | Operational |
| 1. EUHLPAM | Oxana Gutu | Team workshop on best practices in policy advice | 20 June 2014 | Advisers |
| 1. Donors coordination | Peter Menhard | Donors coordination in tax modernization | 10 July 2014 | Embassies, IOs |
| 1. Management development | Frank Ferguson | Strategic workshop for all Heads of Customs Divisions | 18 July and 15 August 2014 | Sr. Operational |
| 1. Human Trafficking | Gabriel Sotirescu | Combating trafficking in human beings, tools and methodologies for monitoring and evaluation | 31 July 2014 | Operational |
| 1. Anti-corruption | Londa Esadze | NAC-donors Working Group (internal) | 17 September 2014 | EU embassies, IOs |
| 1. Management development | Frank Ferguson | Feedback on first phase of management development interactive workshops | 26 September 2014 | Heads of Customs Divisions |
| 1. EUHLPAM at EUD |  | Cluster meeting (Edu, Env, Transport, Energy) | 02/10/2014 | HoD, HoOPE, PMs |
| 1. Migration | Isabelle Astor | Donor Coordination Meeting | 07/10/2014, | Minister and BMA Director, Embassies, UNDP |
| 1. EUHLPAM at EUD |  | Cluster meeting (Econ, Agri, NFSA, Customs, Tax) | 7 October 2014 | HoD, HoOPE, PMs |
| 1. Customs Service | Frank Ferguson | Interactive Management Development Workshops | 7 to 10 October (all day) | Customs Service: operational |
| 1. Ministry of Internal Affairs | Gabriel Sotirescu | Seminar “Law Enforcement Career Systems, best practices and model” | 09/10/2014 | Ministry: operational |
| 1. Ministry of Environment | Breda Howard | Sector Coordination Council “Environment, Water, Sanitation” | 09/10/2014, | Ministry Level, Donors |
| 1. EUHLPAM team meeting | Daniels Pavluts | DCFTA implementation: coordination | 09.10.2014, | All, plus DCFTA EU project |
| 1. Customs Service | Frank Ferguson | Interactive Management Development Workshops | 14 to 17 October (all day) | Customs Service: operational |
| 1. EUHLPAM Steering Committee | Oxana Gutu |  | 15 October | EUD, MFAEI, UNDP |
| 1. MIA | Gabriel Sotirescu | Tactical Intelligence Analysis for Operations ten-day course | 20 to 31 October | Operational, MIA |
| 1. Customs Service | Frank Ferguson | Interactive Management Development Workshops | 21 to 24 October (all day) | Customs Service: operational, Leuseni |
| 1. EUHLPAM team meeting | Oxana Gutu | EU EEAS High Level Advisor SSR CSDP Alexander Reuter | 23 October |  |
| 1. Customs Service | Frank Ferguson | Interactive Management Development Workshops | 28 to 31 October (all day) | Customs Service operational |
| 1. National Food Safety Agency | Lucian Boncea | Implementation of the National Control Programs for Avian Influenza and Salmonellosis | 29/10/2014 | Agency level: operational |
| 1. Customs Service | Frank Ferguson | Interactive Management Development Workshops | 4 to 7 November 2014 | Customs Service operational |
| 1. EUHLPAM team meeting | Oxana Gutu | Guest: UNDP Democracy Programme. Streamlining our reporting | 6 November 2014 |  |
| 1. Customs Service | Frank Ferguson | Interactive Management Development Workshops | 11 to 14 November | Customs Service operational |
| 1. Customs Service | Frank Ferguson | Interactive Management Development Workshops | 18 to 21 November | Customs Service operational |

# Annex 23. Budget, Euro

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **31.12.2014-30.11.2014** | **TOTAL APPROVED BUDGET** | | | |  | **Expenditure 30 November 2014** | | | |
|  | **1** | | | |  | **2** | | | |
| **E X P E N S E S** | **Unit** | **# People** | **# Units** | **Unit Price** | **Euro (EUR)** | **# People** | **# Units** | **Unit Price** | **Euro (EUR)** |
| **1. HUMAN RESOURCES** |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| **1.1. Advisers** |  |  |  |  |  |  |  |  |  |
| Advisers | per day | 15 | 270 | 500.00 | **2,025,000** | 15 | 122 | 497 | **906065** |
|  |  |  |  |  |  |  |  |  |  |
| **Subtotal 1.1 Advisers** |  |  |  |  | **2,025,000** |  |  |  | **906065** |
|  |  |  |  |  |  |  |  |  |  |
| **1.2. Personnel travel** |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| one time round trip deployment flights | per person | 20 | 1 | 600 | **12,000** | 11 | 1 | 436 | **4793** |
|  |  |  |  |  |  |  |  |  |  |
| **Subtotal 1.2 personnel travel** |  |  |  |  | **12,000** |  |  |  | **4793** |
|  |  |  |  |  |  |  |  |  |  |
| **1.3. Local/support personnel** |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| Pool of short term experts | per day |  | 650 | 90.00 | **58,500** |  | 125 | 87 | **10871** |
| Translators | lump sum |  |  |  | **20,000** |  |  |  | **21016** |
|  |  |  |  |  |  |  |  |  |  |
| **Subtotal 1.3 local/support personnel** |  |  |  |  | **78,500** |  |  |  | **31887** |
|  |  |  |  |  |  |  |  |  |  |
| **SUBTOTAL 1: HUMAN RESOURCES** |  |  |  |  | **2,115,500** |  |  |  | **942,745** |
|  |  |  |  |  |  |  |  |  |  |
| **2. MANAGEMENT COSTS** |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| **2.1. Project Visibility** |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| EU visibility actions | action |  | 10 | 600 | **6,000** |  | 7 | 1093 | **7654** |
| Events, workshops | event |  | 18 | 1,250 | **22,500** |  | 17 | 1143 | **19438** |
| Website application maintenance | per month |  | 18 | 130 | **2,340** |  | 11 | 107 | **1179** |
|  |  |  |  |  |  |  |  |  |  |
| **Subtotal 2.1 Visibility** |  |  |  |  | **30,840** |  |  |  | **28271** |
|  |  |  |  |  |  |  |  |  |  |
| **2.2. Project personnel** |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| Project Coordinator | per month | 1 | 18 | 1,900.00 | **34,200** | 1 | 11 | 1783 | **19616** |
| Project Assistant | per month | 1 | 18 | 1,000.00 | **18,000** | 1 | 11 | 730 | **8156** |
| Logistics&IT support/Driver | per month | 1 | 18 | 530.00 | **9,540** | 1 | 11 | 500 | **5495** |
|  |  |  |  |  |  |  |  |  |  |
| **Subtotal 2.2 project personnel** |  |  |  |  | **61,740** |  |  |  | **33266** |
|  |  |  |  |  |  |  |  |  |  |
| **2.3. Office Costs** |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| Office rent & electricity | per month |  | 18.00 | 1,100.00 | **19,800** |  | 11 | 952 | **10470** |
| Communication costs | per month |  | 18.00 | 1,000.00 | **18,000** |  | 11 | 351 | **3858** |
| Office supplies, stationary and other consumables | per month |  | 18.00 | 300.00 | **5,400** |  | 11 | 492 | **5411** |
| Vehicle running costs | per month |  | 18.00 | 300.00 | **5,400** |  | 11 | 242 | **2696** |
|  |  |  |  |  |  |  |  |  |  |
| **Subtotal 2.3 office costs** |  |  |  |  | **48,600** |  |  |  | **22434** |
|  |  |  |  |  |  |  |  |  |  |
| **SUBTOTAL 2: MANAGEMENT COSTS** |  |  |  |  | **141,180** |  |  |  | **83,972** |
|  |  |  |  |  |  |  |  |  |  |
| **3. SUBTOTAL DIRECT COSTS OF THE ACTION (1-2)** |  |  |  |  | **2,256,680** |  |  |  | **1026717** |
|  |  |  |  |  |  |  |  |  |  |
| **4. Administrative cost for UNDP (7%) as per FAFA article 4.1** |  |  |  |  | 157,967.60 |  |  |  | 71870 |
| **5. TOTAL ELIGIBLE COSTS OF THE ACTION (3+4)** |  |  |  |  | **2,414,648** |  |  |  | **1,098,587** |
| **Requested from the EU** |  |  |  |  | **2,414,648** |  |  |  | **1,098,587** |