

**INTERIM REPORT**

**Agreement Number 2012/ 284 269 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:**  | **1 April 2012 – 31 December 2012** |
| **Implementing Partner:** | **United Nations Development Programme (UNDP)**  |
| **Country:**  | **Republic of Moldova** |

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# 1. INTRODUCTION

In line with the agreement 2012/284-269 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), UNDP has prepared and submits this interim project report, covering the first 9-month period of implementation of the project from **15 April to 31** **December 2012**.

The project has been designed along the following pre-requisites:

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| **Overall objective:** | To support the Government in implementation of its wider reform agenda – the Government Activity Programme 2011-2014 and the National Development Strategy of Moldova 2020 – and in particular to assist the Government to develop the capacities required for the preparation, negotiation and implementation of the Association Agreement, including the Deep and Comprehensive Free Trade Area (DCFTA) and visa liberalisation |
| **Specific objectives:** | 1. To strengthen policy-making, strategic planning and policy management capacities of selected ministries and state agencies involved in the negotiation and implementation of Association Agreement and visa liberalisation;
2. Enhance stakeholder’s knowledge and awareness of EU policies, legislation and regulations in the sectors strategic to the conclusion of the Association Agreement (including DCFTA) and to the implementation of visa liberalisation.
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| **Beneficiaries:** | Office of the Prime Minister; Office of the Prosecutor- General; Centre for Combating Economic Crime and Corruption, Ministries of Agriculture and Food Industry; Economy and Trade; Education; Environment; Justice; Internal Affairs; Transport and Road Infrastructure; State Customs Service; Bureau for Migration and Asylum; State Tax Inspectorate |
| **Cost of Action:** | **EUR 3,126,565**(**EUR 2,998,565** (95,91%) co-funded by EU as contracting authority  **EUR 128,000** (4,09%) co-funded by UNDP  |
| **Partners:** | State Chancellery and UNDP |

# 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 Project’s has been implemented in following phases:

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| **1st phase**: 15 January 2010 – 15 January 2011 | **2nd phase**: 15 January 2011 – 15 January 2012. No-cost extension: 15 April 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, the EU took the decision to continue funding the initiative for another 18 months from 15 April 2012 to 30 September 2013 (**3rd phase**). The ***main justification*** for this 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 the broader reform process, 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 2011-2013 and for preparation of the ground for targeted Technical Assistance and Twinning projects.

The present phase of 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 and rely on ***strategic planning*** the public administration in the Republic of Moldova slowly but steadily adheres to.

During the present phase, the Project provided assistance to the following Ministries and Government Agencies/Services: Prime Minister’s Office; the Office of the Prosecutor-General (PGO); Centre for Combating Economic Crime and Corruption (CCECC); Ministries of Agriculture and Food Industry (MAFI); Economy and Trade (MoET); Education (MEdu); Environment (MEnv); Justice (MoJ); Internal Affairs (MIA); Transport and Road Infrastructure (TRANS); State Customs Service (CUST); Bureau for Migration and Asylum (BMA); State Tax Inspectorate (STI).

# 3. ASSUMPTIONS AND RISKS

For the project to produce the expected results, in line with the project purpose/specific objectives and overall objective, 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, they are managed in a timely manner to limit their impact.

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| Assumption 1 | The Government continues to pursue its wider reform agenda, to establish a modern functioning democracy guided by Rule of Law, and to implement economic policies designed to stimulate economic growth and reduce policy |
| Assumption 2 | The EU and the Government remain committed to the conclusion and implementation of an Association agreement and the EU continues to provide financial and technical support for achievement of these goals |
| Assumption 3 | The Government continues to facilitate the access by the EUHLPAM to the key-decision makers (Ministers, Deputy Ministers, Directors) |
| Assumption 4 | The policy advice delivered by the EUHLPAM is reflected in the policies adopted, the enacted legislation and it is promoted, implemented and enforced by the relevant institutions |
| Assumption 5 | The beneficiary institutions will provide adequately equipped and furnished office space for the advisors. |

While no issues are identified as problematic for now, close interaction and regular communication with beneficiaries and between high level advisors are undertaken specifically in the context of assumptions 3 to 5.

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| Project risks: * the possible disruptions to the work of the Government and Parliament;
* the lack of institutional, technical and human resource capacities and high staff turn-over in beneficiary institutions;
* weaknesses in the legislative processes inhibiting the timely and efficient adoption of the policy, legislative, regulatory and institutional recommendations by EUHLPAM;
* resistance of middle-ranking officials to proposed policy, institutional and operational changes.
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The project adopts a balanced risk management strategy integrated into individual work plans and reports in respect of the above, through monitoring and early interventions, agreed with beneficiaries and undertaken at feasible levels.

# 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 reform agenda and to negotiate and conclude the EU-Moldova Association Agreement. Where appropriate, the scope of work may encompass advice to national authorities on ***applications formats and procedures for policy implementation support*** from other EU instruments and/or TA projects, as well as ***seeking complementarity by liaising with other donors*** and IFIs.

The Government reform agenda is framed by a number of important national policy documents and commitments to the European Integration agenda. “European Integration: Freedom, Democracy, Welfare (2009-2013)”, the Justice Sector Reform Strategy, the Anti-Corruption Strategy 2011-2015, “Moldova 2020: 7 solutions for economic growth and poverty reduction” guide the project’s activities. At the same time, important negotiations are under way on a number of commitments, e.g. the EU-Moldova Association Agreement, Action Plan on Visa Liberalisation, Deep and Comprehensive Free Trade Agreement, Common Aviation Area Agreement, the Mobility Partnership.

To achieve the project’s objectives, the activities are organised in three components embodying also a series of cross-cutting issues:

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| Component 1Support tothe implementation ofthe Government’sreform agenda | Component 2Support tothe negotiation andimplementation ofthe Association Agreement/DCFTA andthe implementation ofthe visa liberalisationaction plan | Component 3Strategic guidance onhuman rights,democratisation andgood governance |
| Cross-cutting issues: transparency, accountability, gender, human rights, environment sustainability |

Aiming at better co-ordination of advisory work, ensuring synergies and timely deliverables, advisors work in clusters based on needs and demands of policy processes and European integration process.

To achieve the above set objectives, the project provides advice in the following fields:

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| Component 1 | Component 2 | Component 3 |
| * Government Activity Programme 2011-2014,
* National Development Strategy Moldova 2020,
* Public administration reform and decentralisation,
* Public finance management and revenue collection system,
* Structural and regulatory reforms,
* Modernisation of the social and technical infrastructure.
 | * Capacity to prepare coherent and fact-based negotiating positions,
* Timely, efficient and effective implementation of agreements through policies, strategic planning documents and harmonisation of legislation and regulations
 | * Assistance to the Government, Parliament and the Ombudsman to meet the Copenhagen criteria of a well-functioning democracy and the Rule of Law
 |

Upon the initiation of the 3rd Phase of the Project in mid-April 2012, the Project Document has been translated into an ***Annual Work Plan*** agreed and signed between the Government and UNDP as means to ensure continuity from the earlier phases of the Project and advancing 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 ***6 month working plans*** reflecting the institution-specific arrangement for the priorities, the sequence and timing of the policy advice and outlining the expected results and indicators (annex 3). Each working plan is regularly revisited by both the beneficiary and the project management team to ensure its relevance and usefulness for planning purposes. The previously introduced results-based reporting system is being continued to track progress towards individual targets and Project results on a regular basis, as further detailed in part 5 of this report.

The project plays a key role in ensuring the ***meeting point*** of external commitments and internal reforms through synergies between national development programmes and outcomes of negotiations on the Association Agreement, the Deep and Comprehensive Free Trade Agreement and Visa Liberalisations.

The ***main assets of the project*** are its experts and expertise. At the end of the first nine months of project implementation, the mission comprised 11 high –level advisors (annex 1). The project management proceeded with recruitment of high level advisors for Education, Energy, Customs and Strategic Communication to the Prime Minister’s Office, based on agreements reached with beneficiaries. Generally, the advisors are well integrated and respected in the beneficiary institutions regularly enjoying access to the highest decisions makers. Integration into the beneficiary institutions continues - as during the previous phases - to depend on the beneficiary’s internal capacity and readiness to advance the institutional reform processes.

During this phase EUHLPAM has an allocation of 9 positions for local experts. Currently the Project employs 6 local experts in the Ministry of Internal Affairs, Ministry of Agriculture and Food Industry, Ministry of Justice, Ministry of Economy, the CCECC and the State Tax Inspectorate.

# 5. PROJECT PROGRESS

The 3rd Phase of the Project was initiated by the conclusion of the new contribution agreement between the EU and the UNDP in mid-April 2012. Project Document and Annual Work Plan were agreed and signed between the Government and UNDP to ensure continuity from the earlier phases of the Project.

The project reports on the following progress analysed in reference to the following fields outlined in the Description of Action, measured against the most important milestones reached:

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| Component 1. Support to the implementation of the Government’s reform agenda | * Action Plan for Moldova 2020: 7 solutions for economic growth and poverty reduction
* Action Plan for the Implementation of the Justice Sector Reform Strategy
* National Agriculture and Rural Development Strategy
* National Transport and Logistics Strategy

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| Component 2. Support to the negotiation and implementation of the Association Agreement/DCFTA and the implementation of the visa liberalisation action plan: | * 13th round of ***EU-Moldova Association Agreement*** (November 2012)
* Favourable EU Council of November 2012 to proceed with second phase of ***visa liberalisation*** dialogue, the Government submitted the report on conditions of 2nd phase to the European Commission in December 2012
* ***Third round of DCFTA negotiations*** concluded in November 2012
* ***Common Aviation Area Agreement*** ratified by the Parliament (December2012)
* ***SPS Agreement*** finalised,
* the ***National Food Safety Authority*** established
* ***Justice Sector Budget Support matrix*** finalised
 |
| Component 3. Strategic Guidance on human rights, governance and democratisation  | * The ***National Human Rights Action Plan*** approved by the Parliament on 27 December 2012.
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# 6. RESULTS OF POLICY ADVICE

The results of the advisory services are presented below per beneficiary institution. The presentation outlines the main results and outputs of the policy advice process during the 6-month´s period following the Project clusters (Justice and Internal Affairs and Economy and Finance).

Ministry of Justice (MoJ):

The MoJ continues to advance the implementation of the Justice Sector Reform Strategy and its Action Plan 2011-2016 through law drafting activities, development of strategic documents and their implementation mechanisms.

The advisor to the MoJ (Austra Raulickyte) has been in her position since the 1st Phase (April 2010). During the reporting period her advice focused on advancing the judiciary reforms, in support of the implementation of the Justice Sector Reform Strategy including monitoring and co-ordination mechanisms and e-justice system as well as on enhancing donor coordination and effectiveness of donor assistance delivery.

Since October 2012, the advisor is assisted by a local expert (Olivia Pirtac) whose contributions followed the advisor’s requests mainly on organisation of events, debates and meetings to support the implementation of the Justice Sector Reform Strategy and donor’s coordination in the sector, legal review and analysis of draft Ministry’s documents, support to draft proposals for donors’ assistance.

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| **Activities**  | **Output with Objectively Verifiable Indicators** |
| Supported development of necessary tools for implementation of Justice Sector Reform Strategy and Action Plan by assisting in the establishment of the coordination and monitoring mechanism and development of the regulation on the operation of Working Groups  | Full-functioning co-ordination and monitoring mechanism in place (6 sectors and one co-ordination groups), regulation for operation adopted, mid-year monitoring reports prepared, annual monitoring reports prepared, web-page on justice reform established |
| Supported the development of a monitoring methodology for the implementation of the Strategy and Action Plan | Methodology approved and published |
| Supported the preparation of the MoJ position on conditions of EU budget support to Justice Sector Reform and development of the ToR for technical assistance for Justice Sector Coordination | The matrix on budget support for justice sector approved by the Parliamentary Commission in December 2012 |
| Supported strengthening capacities for donor coordination and focusing assistance towards Strategy priorities in 2012 and 2013  | List of priorities for 2012 and 2013 prepared. 3 justice sector donors’ meetings organised.  |
| Supported the development of the package of laws on judiciary (Pillar No. 1 of Justice Sector Reform and Action Plan), organising public debates and promotion events  | Approved package of laws\* (the amendments to the Law on Courts organization, the Law on Judges status, the Law on Supreme Council of Magistrates; the Law on Supreme Court of Justice, the Law on Judges Selection and Career and Judges Performance Evaluation Commissions) adopted in July  |
| Supported the Working Groups on development of laws on “Corruption Prevention in the Judiciary” (Pillar No 4) “Judges Disciplinary Responsibility” (Pillar No 1) | Working groups operational, concept for law on corruption prevention in judiciary; 1st draft of law on Judges Disciplinary Responsibility. Public debates on anti-corruption and disciplinary responsibility organised |
| Supported the implementation of e-justice component of Reform Strategy, improvement of court information system and normative acts search system  | Proposals for the improvement of Moldovan Courts information systems, 3 study visits organised |
| Organised activities of the Moldovan-Lithuanian Legal Forum  | Workshop and study visit organised |
| Developed project concepts (for Twinning project on judiciary administration and mediation and arbitration to EBRD) | Project concepts for Twinning and funding of EBRD prepared |

* The laws introduce a new system for the selection, promotion and periodical performance evaluation of judges; strengthens institutions of judicial self-governance; increases number of judges in the Supreme Council of Magistrates as well as establish a number of transparency and anticorruption measures.

Ministry of Internal Affairs (MIA):

The change of the entire management team (Minister, Deputy Minister and Heads of Police, Border Police, Traffic Police and Bureau for Migration and Asylum) in July and August 2012 were of paramount importance for the effectiveness for the work of the advisor and for the reform process in the MIA. The advisor (Ion-Gabriel Sotirescu) has been in place since May 2011. During the reporting period the advisor focused on various aspects of institutional development, development of the legal framework and promotion and implementation of modern technologies in MIA. Advice was provided on the selection process of the new middle management, to the Reform Centre and of the MIA Strategic Group on a legislation package, including the draft laws on Police and Status of Policemen.

The advisor is supported by a local expert (Alexei Untila) who contributes with liaison with local counterparts, maintaining inter-agency cooperation, inter-projects activities (e.g MIAPAC project), events planning and coordination, legal analysis and review of draft and approved legislation.

The EUHLPAM team contributed substantially to overall MIA progress in fulfilling the chapters for the first phase of EU-Moldova Visa Liberalization Action Plan (VLAP) including to the elaboration of an inter-ministerial “Road-map for the implementation of the recommendations from the final EU evaluation reports of the Visa Liberalization Action Plan”.

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| **Activities**  | **Output with Objectively Verifiable Indicators** |
| Advised and made substantive recommendations on draft laws on police  | Law approved by the Parliament on 27 December 2012 |
| Supported strengthening capacities for donor coordination | 8th MIA international donors conference took place on 31 October 2012 |
| Conducted the analysis, developments and achievement of MIA for the ENP Report of EUD | Written comments for the ENP Report of the EUD |
| Supported final workshop on strengthening of the capacities of the new unit for intelligence analysis  | Agenda and workshop conclusions, internal regulations drafted and job descriptions adopted  |
| Provided recommendation and advice to the Strategic Group  | Agenda and meeting minutes  |
| Undertook preparatory work for the intelligence leading to a new policing concept in Moldova | Ministerial order for the establishment of the groups, rules of organisation and procedures for policing  |
| Provided advice on the establishment of the Strategic Group for the Optimisation of the Reform process composed by senior management of MIA  | Advisory note outlining the proposed priorities and recommendations (scope, responsibilities, rules of organisation, procedures)  |
| Provided advice to newly-appointed Minister on strategic main priorities for MIA | Advisory note on main priorities  |
| Supported human resources reform of the MIA | ToR for human resources reform of the MIA coordinated with the MIAPAC EU project. The Draft "Code of Conduct" of the police has been initiated |
| Supported workshops on trafficking in human beings and on forensic and DNA laboratories | Documents for the workshop |
| Supported elaboration of an Inter-ministerial roadmap for the implementation of the recommendations on the Visa Liberalisation Action Plan | Document adopted and endorsed by the Government. Phase two of Visa Liberalisation initiated. |
| Supported modernisation of investigative methods | A TAIEX 3-day workshop on special investigative methods was held in December 2012 |
| Advised on improving MIA communication strategies  | A workshop on "Communication Strategies" with the financial support of EUHLPAM was held in October  |

Bureau for Migration and Asylum (BMA):

In September 2012 the BMA underwent management change, which – together with the management change in the broader institutional context (MIA) – has been conducive for advancing reforms in the sector.

The advisor (Isabelle Mihoubi-Astor) has been in place since February 2011 when this new area of support was added to EUHLPAM. During the reporting period she contributed to the institutional changes by supporting the development of the new institutional framework for migration within MIA and the new institutional arrangement at the Governmental level for establishment of the new Diaspora agency, as well by working to enhance the coordination of the complex and wide group of institutional actors in the sector. Further she effectively supported a range of initiatives related to implementation of phase 2 of the visa liberalisation dialogue and the recent ratification of UN Convention on Statelessness, as well as the promotion of human rights of migrants and refugees in Moldova.

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| **Activities**  | **Output with Objectively Verifiable Indicators** |
| Supported the development of the institutional framework for migration within MIA  | The Decision of the Government of 19 December 2012 “amending and completing the Government Decision nr 778(…) on the organisation and functioning of the MIA and the BMA’s Organigram have been approved (Dec 2012) |
| Supported the development of institutional framework at the Government level for the new Diaspora Agency (by preparation of policy note on the institutional framework for Diaspora agency) and solicited an inter-departmental joint position and support by international migration actors | Policy note, recommendations on legal framework for Diaspora incorporated into a new Government decision and Joint strategy to amend the draft Government Decision on Diaspora. The Bureau for Relations with Diaspora has been established by Government Decree no 780 of 19 Dec 2012 |
| Supported inter-departmental, ministerial, agency and donor coordination for the implementation of the Strategy on Migration and Asylum by organisation and participation into coordination meetings | Regular inter-agency coordination with support of external partners |
| Contributed to strengthening of the Mobility Partnership as a tool for EU´s Global Approach to Migration and Mobility and participated in the assessment of the Mobility Partnership in Moldova | MFA assessment report on mobility partnership conducted |
| Contributed to the advancement of visa liberalisation by supporting the inter-agency work on migrants and refugees and supporting the implementation of the Phase 2 of the Action Plan  | Policy note on migration priorities relating to Visa Dialogue. The Progress Report on the Implementation of Phase 2 of the EUVL Action Plan |
| Supported simplifying procedures to receive migrants in improving the one-stop-shop, including provision of advice and support in mobilization of resources and preparation of a project proposal to State Chancellery | Expert report on EU Visa Dialogue, project proposal on one-stop shop. Official opening (Dec 2012) of one‐stop‐shop BMA offices in the North (Balti) and in the South(Comrat) |
| Contributed to improvement of legislation and practices for migration process for investors and other categories of migrants | Draft amendments to legislation on Foreigners pending adoption; Office for Foreign Investors was established, Government Decision for approval of the Regulation on the procedure and conditions of rental housing for foreigners beneficiaries of integration programs and foreigners who have obtained a form of protection drafted |
| Provided support the establishment of the institutional framework and capacities within BMA for the implementation of the UN Convention on Statelessness  | Unit for Statelessness is being added into the revised organigram of BMA, training and transfer of expertise conducted by French OFPRA; 1st decision on the Status of Stateless Persons issued by BMA |
| Provided support to the implementation of the new law on Integration of Foreigners and Refugees | Strategy on implementation of the law is place and BMA conducting inter-agency coordination  |
| Promoted Human Rights agenda in Moldova by providing inputs to amendments of the legislative framework (reception conditions and the human rights of the migrants), advised on transposition of the EU Directive on Return, prepared a chapter on migration for Human Rights strategy of the MoJ | Law removing mandatory testing for foreigners adopted, legal amendments for transposition prepared, Migration Chapter of the HR Action plan is finalized and its content is supported by BMA, new draft HR strategy including a full chapter on Migration under consideration by MoJ, amendments to draft law on Asylum, Main provisions on voluntary return of EU Directive on return transposed into national legislation |

Office of the Prosecutor-General (OPG):

The advisor (Holger Hembach) has been assigned to the Office of the Prosecutor-General since April 2011 when this area of support was added to EUHLPAM. The OPG was reluctant to accept support and the institutional context has remained challenging for the delivery of policy advice. The leadership of the OPG has been prepared only to a very limited extent to share information and to engage the advisor in organisational processes.

During the reporting period the advisor focused on the development of the Strategic Development Plan (SDP), provided analyses and advice related to criminal justice (e.g. on ECtHR jurisdiction) and participated in round-tables and conferences on topics related to the criminal justice reform (e.g. on DNA-analysis, monitoring group on the criminal justice pillar of the Justice Sector Reform).

The advisor has been supported by a local expert (Iulian Rusu) through August 2012 who has mainly contributed with liaison with the National Institute of Justice on trainings for prosecutors and research for and translation of the Law on special investigative measures.

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| **Activities**  | **Output with Objectively Verifiable Indicators** |
| Advised on initiation and implementation of drafting process towards the Strategic Development Plan (SDP) and provided a wide range of advice and inputs towards the formulation of the SDP (compilation of policy objectives, comments on drafts, explanatory note on SDP and draft SDP covering objectives, instruments and indicators) | The Strategic Development Plan (SDP) drafted in line with MTBF and sector reform strategies and consulted with external experts and civil society |
| Prepared a concept for a training on article 8 ECHR/special investigative measures | Agenda and draft training concept |
| Participated in conferences and round tables on the reform of the penal provisions related to torture and organized round-table on hate crimes  | Recommendations for new provisions of the penal code and on hate crimes  |

The advisor left the mission in December 2012.

Centre for Combating Economic Crimes and Corruption (CCECC):

The advisor (Przemyslaw Musialkowski) has been engaged with the CCECC since February 2011 when this new area of work was added to EUHLPAM. During the reporting period, the advisor has been a key contributor to advancing the reform of the CCCEC focusing on the development of the reform concept, formulation of a detailed reform strategy document, undertaking advocacy for the reform of the anti-corruption system and successfully soliciting support from the Parliament and more than 25 civil society organisations and international organisations, including the EU, to the reform process leading to the adoption by the Government of the Strategy in June 2012.

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| **Activities**  | **Output with Objectively Verifiable Indicators** |
| Supported the development of the reform concept and mobilized beneficiary institution and over 25 civil society organisations to support and advocate for the reform of the anti-corruption system; led a team of national experts working on the detailed reform strategy document | Law on CCECC reform (National Anticorruption Centre) adopted.  The Internal structure and yearly budget of the NAC has been prepared and presented to the Parliament for approval |
| Solicited support from the Parliamentary Committee on the reform of CCECC/NAC and the anti-corruption system. Briefed Parliament on the challenges and best practices related to competitive selection of candidates to the head of central agencies\* Supported preparation of the law reforming the CCECC | Brief to Parliamentary Legal and Immunity Committee on adopting the reform strategy and implementation of the law on CCECC reform |
| Participated in co-ordination meetings regular interaction with MIAPAC project to ensure synergies, organize joint activities and ensure that policy advice and technical co-operation produce optimal results for the beneficiary institution and target group | 5 meetings to coordinate with other donors/project attended  |
| Organised and facilitated support from Polish CBA, participated in all meetings and contributed to final reports of the missions and recommendations regarding development of professional analytical service within CCCEC/NAC | Two experts missions to develop analytical service concept and one training in criminal analysis organised (funded by MIAPAC project) by January 2013 |
| Prepared recommendation and a concept for the creation and development of analytical services. Concept was reflected in the reform strategy  | Assessment of the analytical function and recommendations for action ready by October 2012 |
| Provided support to the legislative changes process on criminal law | Comments of the draft laws on extended confiscation and illicit enrichment have been taken on board by the MOJ for further discussions |

\*Contributed to a timely and transparent selection of the new director of NAC based on the principles of professionalism and political non-affiliation with – for the first time in Moldova’s history, with live online broadcast of the hearing of candidates.

Ministry of Education (MoEdu):

The Ministry of Education was added as a beneficiary in the present phase of the Project. The start of the assignment of the new advisor (Tatiana Kalkanova) coincided with a change of the Ministry’s management team. The advisor has focused on supporting the finalisation of the Education-2020/Sector Development Strategy for the period 2012-2020, which will outline the Government’s policy for the comprehensive development of the education sector in the medium to long-term – particularly concentrating on issues related to decentralisation of education, new funding model, changes in the curriculum and teaching methods and quality improvement mechanisms.

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| **Activities**  | **Output with Objectively Verifiable Indicators** |
| Support to preparation of the Education 2020 Sector Development Strategy  | Two policy notes (overview, objectives, indicators and proposal for Plan of Action)  |
| Preparation of a policy paper on School Optimisation | Policy paper on school optimisation |
| Draft papers on VET sector, higher education, general education  | Strategy inputs and proposals for legislative amendments  |

The advisor left the mission in December 2012.

Ministry of Economy and Trade (MoET):

The team at the MoET is composed of two specialists – international advisor (Andrea Capussela) and a local expert (Georgeta Mincu). Based on needs, the team is joined by another local expert (Marcel Chistruga). The international advisor has been in his position since April 2011. The team has played a vital role in supporting the preparation for the DCFTA negotiations.

During the reporting period, the emphasis of work has been on the DCFTA: focusing on the legislation introducing crucial structural reforms into the field of competition and state aid policy as well as on the negotiations on the legal text and progressively on the substance of the agreement. In parallel, considerable attention has been devoted to the broader development agenda of the government, as reflected by the "Moldova 2020" National Development.

The contribution of local experts has been delivered for the following: coordination and publication of the sixth issue of Moldovan Economic Trends, research for and calculation of indicators of relevant and absolute efficiency of State Owned Enterprises, Policy Notes on Trade Facilitation, Assessment of Trade policy related to sugar market, On‐going ad‐hoc advisory on WTO Trade Policy Review issues, Market Access on services and free movement of persons and related Moldova commitments to WTO, participation at preparatory meetings, roundtables with DCFTA local Task Force to ensure coordination among institutions, assistance in meetings with local counterparts (e.g. MIEPO, the Association of Sugar Producers and Traders), alignment of the Ministry’s SDP with the budget framework.

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| **Activities**  | **Output with Objectively Verifiable Indicators** |
| Elaborated 3 main policy notes for institutional reform, trade facilitation, state-owned enterprises and facilitation of foreign investments | Policy Notes on Trade Facilitation, State Enterprises and Political Economy of Development  |
| Contributed to revision of the draft legal acts for institutional reform related to competition policy, state aid, small and medium enterprises, trade policy legal framework | Legal reviews of draft Investment Policy Review; draft World Bank‐Moldova Country Partnership Strategy; draft 2013‐2016 Action Plan for the implementation of the “Moldova 2020’ Development Strategy; draft CEFTA agreement covering new sectors (Moldova’s negotiating position) have been conducted |
| Advised on the negotiations of the DCFTA (revision of draft legal text, negotiating positions, revising the DCFTA preparation reports and participation in the work and meetings of the officials in charge of the DCFTA negotiations) | The new laws on competition and state aid, recently approved by parliament. In light of DCFTA progress the Draft Investment Policy with the policy priorities stemming from the DCFTA and the “Moldova 2020” Development Strategy; Country Partnership Strategy with the policy priorities stemming from the DCFTA; the 2013‐2016 Action Plan with the policy priorities stemming from the DCFTA have been re‐aligned and coordinated. |
| Specific assessments of trade policy aspects relevant to trade facilitation reforms and the preparation for the negotiation and future implementation of the DCFTA | Assessments on issues related to trade policies: SPS Trading goods, Trade Policy Review Note, Notifications to WTO on Licensing for Importation, Sugar Export Quota related framework. Policy notes on the liberalisation of services in the DCFTA, with reference in particular to professional services, and Moldova’s possible negotiating position; reforming the internal and external governance of state‐owned enterprises (SOEs), their ownership structure and the relevant institutional arrangements in the Government and MoET |
| Ongoing advice related to the DCFTA Agenda, Regulatory Reform, Energy Sector Reform and other economic related policies to the coordination mechanism across institutions | Quarterly DCFTA Progress Report submitted by the Government to the European Commission. Institutional reforms and policies and are in line with the DCFTA agenda and requirements, such that the first three rounds of DCFTA negotiations have produced satisfactory results |
| Provided comprehensive support to preparation of the Strategic Development Plan (now aligned with the budgetary process and coherent with the Action Plan monitored on a monthly and updated on a quarterly basis). Subordinated institutions in process of drafting their individual SDP and Action Plans. | The SDP and Action Plan for the Ministry of Economy are broadly aligned with the MTBF, and the subordinated agencies are developing their SDP and Action Plans |
| Significant contribution (development, drafting) to the National Development Strategy “Moldova 2020” chiefly on three of its seven development priorities \* | The National Development Strategy “Moldova 2020”, approved by the government and parliament |

\*Such priorities are: (i) Improving the business and investment climate, by promoting competition, streamlining the regulatory framework and applying information technologies in public services for businesses and citizens; (ii) Improving access to finance, by increasing competition in the banking and financial sectors and by improving risk management tools; and (iii) Increasing public investment in the national and local road infrastructure, in order to reduce transportation costs and increase the speed of access (our advice was related to trade facilitation aspects, and especially to trade logistics).

Moldovan State Tax Inspectorate (MSTI):

The advisor (Peter Menhard) who is supported by the local expert (Marcel Chistruga) has been part of the EUHLPAM since October 2010. The advisor has during this reporting phase focused on providing support to modernisation of the taxation procedures, particularly as related to increasing the voluntary taxpayer compliance that will make Moldova well aligned with the best practice in the EU. He has assisted in establishing various operational policies aimed at supporting national and international trade. He also supported building capacities for a sustainable development of the Moldovan tax administration, particularly technical capacities for the introduction of an integrated Tax Information System, which remains the single weakest area within the institutional capacity.

The work of the advisor is supported by a local expert (Marcel Chistruga), who contributed with research for calculation of performance of Moldovan Tax Authority based on internationally comparable indicators and practice, Tax Compliance Council regulation and potential board members delivered to MSTI, comments and feedback on the 2012 National Human Development Report on European integration aspirations.

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| --- | --- |
| **Activities**  | **Output with Objectively Verifiable Indicators** |
| Provided comprehensive assistance to MSTI to implement and monitor the 2012 Taxpayer’s Compliance Programme | The 2012 Taxpayer’s Compliance Programme endorsed by IMF. The Tax Compliance Council as a wider forum for tax compliance policy has been established and first two meetings conducted. |
| Prepared regulative acts for the creation of Tax Compliance Council  | 2 sets of regulative acts submitted to the MSTI management |
| Assisted the MSTI to analyse revenue collection (bi-annually) | “Analysis of the Collection Structure and Efficiency” included into STI |
| Prepared various policy notes on European and international practice and conventions  | Policy notes on Danish Tax system as a factor of the national economy; Burden of proof in tax matters; Definition and tax position of the "beneficial owner"; Dealing with shadow economy; Adopting to US "FACTA" approach; Aligning VAT provision re taxing of services, e-services in particular. |
| Prepared a Concept for reorganising the STI regional structure | Concept paper on STI regional structure. Restructuring of the STI regional organisation with conceptual framework for analysis of regional tax offices, international experience and MD‐specific challenges and potential approach (UK version) |
| Assisted the MSTI to conclude bi-lateral agreements with Dutch and Swedish tax authorities and to coordinate donor activities, including DTCA, SIDA, WB, IMF | Bilateral agreements with the Netherlands and Sweden. Donors’ coordination activities, i.e. Tax Administration Modernisation and Integrated Revenue Management System with the World Bank. Coordination of supporting activities provided by IMF missions focusing on: a. VAT legislative amendments related to the treatment of imported services vs. products (VAT Directive 112); and b. Treatment of high worth individuals. |
| Supported capacity building of the tax administration by delivering and organising trainings and workshops  | Training and workshops in: Taxpayer compliance risk management implementation; Business Process re-engineering, including the provision of the preliminary BP catalogue (also translated into RO); Change management; Project Management, including the provision of comprehensive PM standards and Communications skills. Project sponsored exposure to best practices at a workshop organised by the International Organisation of Tax Administrations in Vienna, November 2012 |
| Provided advice and support for the acquisition of the new and integrated Tax Information System, including assisting the MSTI to prepare relevant parts of the tender documentation. | Updated version (UK and RO) of feasibility study for acquiring new and integrated Tax IS; Updated version of functional and technical requirements for the acquiring new and integrated Tax IS  |

Ministry of Agriculture and Food Industry (MoAFI):

Currently a team of two advisors (Richard Moody and Waldemar Sochaczewski) and a local expert (Aurelian Rotaru) provide advice and support to the Ministry of Agriculture and Food Industry. During the reporting period, the team has been instrumental in the conceptualisation and establishment of the new Agency for Food Safety, its legal and regulatory frameworks, structure and procedures. The team has also assisted the MoAFI in establishing its DCTFA negotiating positions, in the legal approximation process and in the development of concepts and strategies for a variety of sectors (agricultural education and research, milk sector e.g.). The advisors work closely and regularly with the senior management (Minister and Deputy-Minister) to support their decision-making processes in various areas.

The contribution of the local expert is delivered in the form of review of policy documents in Romanian and subsequent translation thereof, contributions with background research to policy notes developed by advisors for supporting the DCFTA negotiations, institutional reorganisations within the ministry (e.g. audit unit) and in the sector (e.g. Food Safety Agency).

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| **Activities**  | **Output with Objectively Verifiable Indicators** |
| Advised on the Law on official food control and the Government Regulation on the functioning of the Agency  | Draft law on official food control and the Government Regulation on the functioning of the Agency. The Government Regulation on the functioning of the Agency for Food Safety has been approved on 6 December 2012. First drafts of ANSA internal Regulation (statute) and laboratory development strategy has been delivered. |
| Organised study visits to collect best practices  | Lesson learnt from the Bulgaria experience reflected in above mentioned regulations. Lessons learned from Poland on Rural development and domestic data collection reflected in drafts tabled to the Minister.  |
| Prepared an assessment of the current food safety structure and comparison with institutional frameworks of different EU systems  | Assessment and recommendations |
| A draft law on the creation and support of producers groups was elaborated and adopted  | Adopted law on the creation and support of producers groups  |
| Preparation of 3 briefing notes on various aspects of the DCFTA negotiations were prepared for formulation of a coherent position for the DCFTA negotiations | Three briefing notes on various aspects of the DCFTA negotiations the recommendations of which were reflected in the adopted position. Support to finalising of the text of the SPS agreement including the issue of animal welfare and legislative harmonisation list has been delivered through five (5) policy advice and briefing notes on SPS issues including animal welfare, GMO, Policy advice and legislative harmonisationSupport to fulfilment of DCFTA key recommendations including policy advice and briefing notes including drafting laboratory rationalisation concept and financing proposal presented to the Minister |
| Preparation of a concept for agricultural education and research reform strategy, workshop conducted and a business plan for its operationalisation developed  | A concept for agricultural education and research reform strategy adopted by the Minister and forwarded to the Government. The draft law on transferring subordination of selected institutes of education and research in agriculture to MAFI has been prepared |
| Elaboration of a milk sector development strategy for consideration by the Government | Draft milk sector development strategy finalised and sent for interministerial consultation  |
| Organisation of substantive briefings of Minister on ENPARD, budget support extension and rural development component; animal welfare legal approximation and formulation of the initial position; formulation of the food safety law. | Briefing notes on ENPARD, animal welfare, food safety, fruit and vegetable control law and supporting substantive dialogue |
| MAFI and MFA briefed on animal origins export and joint ministerial position agreed  | Joint position on animal origin exports conveyed to DG SANCO FVO |
| Support to formulation of residue monitoring plans for honey, aquaculture, eggs and poultry and process with the EU | Approval on monitoring plan for honey received from EU |
| Support to Ministry’s internal capacity building  | Multi‐annual performance audit plan for MAFI and subordinate institutions sent to Minister for approval. |

Ministry of Transport and Road Infrastructure (MTRI):

During the reporting period, a considerable step in the integration process was reached by the signing of the Common Aviation Area Agreement in June 2012. The advisor (Vigo Legzdins) who has been assigned to MTRI since mid 2011, was strongly involved in the preparatory and negotiations phases and he continues to support to the implementation of the commitments foreseen in the Agreement. These endeavours, particularly as regards the domain of legal harmonization, will intensify as soon as the Technical Assistance project supported by the EU is in place.

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| **Activities**  | **Output with Objectively Verifiable Indicators** |
| Supported elaboration of the impact assessment and preparation of the policy document. A workshop was organized and a presentation delivered on the railway sector reform according to the EU regulatory framework. Several discussions have been organized with the MTRI and CFM officials as well as IFIs on the railway restructuring agenda | A policy paper on railway reform and a preliminary impact assessment of the transposition of the EU legal framework in the railway sector has been prepared and discussed with the MTRI and CFM |
| Supported preparation of the Regulations and provided advice on the EU practice in administering the aviation sector | Government Decision No. 294 “On the Adoption of the Regulations on the Functioning of the Civil Aviation Administration” was taken on 11 May, 2012. The Common Aviation Area Agreement between the European Community and theRepublic of Moldova was ratified by the Parliament of the Republic of Moldova on 26.12.2012.  |
| Prepared the road maintenance reform plan and provided advice on possible future institutional and operational structure of the road maintenance sector | Government Decision No. 244 “On the Reform of the System of Road Maintenance Organization” was taken on 19 April, 2012. Recommendations for the introduction of an improved road infrastructure safety management system have been elaborated, including policy background, action plan and draft legal and regulatory documents. |
| Reviewed and advised on the Draft law and certain aspects related to the EU legal framework for the inland shipping sector | A new law “Code on Inland Shipping” was approved by the Government on 21 June, 2012 and has been submitted to the Parliament |
| Active participation in the preparation of the new Transport and Logistics Strategy including regular consultations with the consultants team and coordination of interaction with the Moldovan counterparts. Comments to the draft reports were prepared, discussed with involved partners, including EU Delegation and IFIs, and submitted on a regular basis. Participation on the work of the Steering Committee and during the round table meeting. | New Transport and Logistics Strategy has been discussed and preliminary agreed with the International Partners (14.11.2012). A dissemination workshop was organized (19.10.2012) and, after collecting and incorporating the comments received, the Consultant has submitted the Final Draft of the document to the MTRI for further formal consultation with the involved institutions prior to submission for the Government approval, planned for the Ist quarter of 2013. The draft new Road Transport Code has been submitted by the MTRI to the Government for approval |
| Follow-up of the road investment projects, lagging behind the planned implementation schedule, participation in the preparation for and during the IFIs Road Sector Missions and follow-up and assistance to implementation of the decisions taken during the Missions  | Technical assistance and investment projects on time and according to implementation plans, new investment project formulated |
| Preparation of TORs (Road Infrastructure Safety Management Project, Local Advisor to the MTRI on Legal Harmonization) and future Technical Assistance needs identified and discussed with the MTRI officials.  | TORs (Road Infrastructure Safety Management Project, Local Advisor to the MTRI on Legal Harmonization) and future Technical Assistance needs identified and discussed with the MTRI officials.  |
| Supported regional negotiations on transport network | MTRI has formulated the position, drafted the transport network for the territory of the Republic of Moldova and presented it for discussions with the EU Commission (DG‐MOVE) and neighboring countries (Romania, Ukraine). |

Ministry of Environment (MoEnv):

The advisor (Stuart Brown) has joined the EUHLPAM in May 2012 and focused on developing policy recommendations for sustainable institutional development, in particular on managing institutional change in resource-constrained situation, including strengthening of economic analysis capacity and development of a methodology for establishment of general human resource level requirements within available resources. He has also initiated a number of consultative discussions with Ministry staff and representatives of technical assistance projects.

|  |  |
| --- | --- |
| **Activities**  | **Output with Objectively Verifiable Indicators** |
| Prepared policy recommendations for an economically realistic paradigm of the environmental strategy and its implementation  | Policy note on “Establishing an economically realistic paradigm for environmental strategy and its implementation in the Republic of Moldova”  |
| Advised in form of preparation of an economic analysis and recommendations for a sustainable level of human resource provision from the State Budget (taking into account the views expressed by technical assistance projects within the Ministry of Environment | Broad terms of reference established for a new programming and implementation unit (analogous to the EPU envisaged in the logical framework) within the MoEnv, consistent with realistic economic forecasts |
| Advised on the concept of a survey of human resources capability in the existing institutions and established the methodology for the survey  | MoEnv assessment initiated |
| Prepared a note on implementation guidelines recommending an approach for identifying agglomerations for the purposes of implementing the urban waste water treatment directive with the objective to encourage a more coherent and economically realistic approach to investments and advised TA projects on the subject | Implementation guidelines for directive 91/271/EEC prepared and delivered, in the context of water sector master planning |
| Prepared briefing notes ahead of 2nd and 3rd rounds of DCFTA negotiations and drew attention to the need for an economic impact assessment of the proposed Articles 14 – 17 inclusive in the Chapter on Trade and Sustainable Development | Various advisory notes delivered concerning the environmental implications of the DCFTA |
| Provided guidance and advice to the process of drafting legislation for approximation | Draft legislation developed to approximate:- Large combustion plants directive- Directive on the content of sulphur in fuels |
| Participated in various consultation meetings with donors and Ministry of Health in an attempt to reconcile differences of institutional viewpoints | Advice provided to the team working on chemical substances legislation approximation |

# 7. PROJECT MANAGEMENT AND VISIBILITY

UNDP Project management:

The project management team is during the reporting period composed of three positions (project manager, project assistant and project driver/clerk). The international project manager separated in mid-September 2012 and pending the recruitment of a new project manager, UNDP has assigned an interim manager to oversee the management of EUHLPAM. A national project manager was selected on 15 November and resigned after two weeks. A new recruitment process has been initiated in December with recruitment expected to take place in January 2013.

Contracts management:

***High-level advisors***: During the reporting period, two new high-level advisors were recruited for the Ministries of Environment and Education. These new advisors assumed their assignments in early June and early July 2012 respectively. After the resignation of the Customs Advisor in May 2012 (due to appointment to a senior position in his home country), the recruitment process for a new advisor to support the Customs Service was put on hold based on the beneficiary’s request, until December when the position was readvertised. Also, the recruitment of a Strategic Communications Advisor to the Prime Minister’s Office was re-launched after the search for a suitable candidate failed in June 2012.

An agreement was reached between the Government and the EU Delegation to replace the position of the Public Administration Reform Advisor with a position of an Advisor on Energy in the Prime Minister’s Office. The recruitment for the position has been initiated in November 2012. In December 2012, the resignation of the two advisors for Education and Prosecutor General Office lead to a new recruitment process, with applications expected early January 2013. Thus, currently, the project is in the process of recruiting four additional international experts.

***Local experts***: During this phase EUHLPAM has an allocation of 9 positions for local experts. Currently, the Project employs 6 local experts in the Ministry of Internal Affairs, Ministry of Agriculture and Food Industry, Ministry of Justice, the CCECC and the State Tax Inspectorate. The recruitment for the local expert position at the Ministry of Education is currently taking place. The most appropriate allocation of two additional local vacancies is being currently discussed with the Government.

Generally, the advisors are well integrated and respected in the beneficiary institutions regularly enjoying a free access to the highest decisions makers. In December 2012, the project management collected beneficiaries’ opinions on advisor’s performance based on the following scale: 1 - unsatisfactory, 2 – satisfactory, 3 – good, 4 – very good, 5 – excellent. The results of the beneficiaries’ opinions are presented below:

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **technical experience** | **initiative** | **interpersonal relations** | **quality of work** | **relevance of advice** | **impact on improvement of policies**  | **average** |
| ENV | 1 | 1 | 1 | 1 | 1 | 1 | **1** |
| CCCEC | 5 | 5 | 5 | 5 | 5 | 5 | **5** |
| MIA  | 5 | 5 | 5 | 5 | 5 | 5 | **5** |
| BMA | 5 | 5 | 5 | 5 | 5 | 5 | **5** |
| GPO | 4 | 4 | 4 | 3 | 3 | 3 | **3.5** |
| MAFI | 5 | 5 | 5 | 5 | 5 | 5 | **5** |
| MAFI | 5 | 5 | 5 | 5 | 5 | 5 | **5** |
| TRANSP | 5 | 5 | 5 | 5 | 5 | 4 | **4.8** |
| STaxI | 5 | 5 | 5 | 5 | 5 | 5 | **5** |
| MET | 5 | 4 | 4 | 5 | 5 | 5 | **4.6** |
| MJ | 5 | 5 | 5 | 5 | 5 | 5 | **5** |

Where needed, discussions with individual beneficiaries have been undertaken to agree on a mutually acceptable way forward and potential improvements per areas of concern.

Visibility

In addition to the on-going advisory work, a series of workshops, events and study trips were organised by/with EUHLPAM support:

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| * ***Publication of the “Moldovan Economic Trends***”, two issues in April and October 2012
* Workshop on ***trafficking in human beings*** was co-organised by EUHLPAM, Bureau of Immigration and TAIEX,
* Workshop on ***forensic and DNA laboratories*** was co-organised by EUHLPAM and MIA in collaboration with Austrian MIA and TAIEX;
* Workshop on ***hate crimes*** was co-organised by EUHLPAM, OSCE and UNOHCHR;
* Consultation meeting with ***investors*** co-organised by EUHLPAM and BMA;
* Mission of the French OFPRA on ***statelessness*** was co-organised by BMA and EUHLPAM following a cooperation established by EUHLPAM with OFPRA during the previous phase of the Project.
* Moldovan State Tax Inspectorate officers participated in the subject specific International Organisation for ***Tax Administration workshop*** in Vienna (November 2012).
* Workshop to discuss the ***New Transport and Logistics Strategy*** with International and local Partners (November 2012).
* Visits and meetings of experts delegations from Romania, Lithuania and from Latvia on ***e-justice*** initiatives in the context of the Justice Sector Reform Strategy (October and November 2012).
* Workshop on ***Legal Status of Foreign Investors*** with government experts from selected EU MS (with the French Embassy, November 2012)
* Workshop on ***intelligence analysis*** (co-participants from Austria, Belgium and Romania, initiated, co-organised and moderated by EUHLPA, in collaboration with TAIEX (December 2012)
* Event on ***Special Investigative Measures*** initiated, co-organised and moderated by EUHLPA, in the framework of the so-called "Common Road-Map MIA-GPO-MoJ", in collaboration with TAIEX (December 2012)
* Workshop on "***Communication Strategies***" for MIA with two international experts from Romania; followed by separate activities for the high level management of the MIA and for the specialized units
 |

The Project also continued actively coordinating and establishing synergies with other donor and particularly EU-funded initiatives. EUHLPAM advisers have assisted in formulation of various TA and Twinning initiatives. For example, as a result of cooperation with the TTSIB project, 15 institutions submitted 20 project concepts, the majority related to Twinning. EUHLPAM meets regularly with the TTSID project, with the last meeting reported in October 2012.

Budget

As of 31 December 2012, the project spent 70,59% of the pre-financing payment made in amount of 1,541,378 Euro.

# 8. PROBLEMS ENCOUNTERED / FACTORS LIKELY TO INHIBIT THE ACHIEVEMENT

During the first nine-months of the implementation of the 3rd phase, there has been no deviation from the Project work plan.

Thus, the high turn-over of UNDP project managers has also constituted a (limited) inhibiting factor. The continuity of the project management has been ensured throughout this period by the UNDP Portfolio Manager and the recruitment of a new project manager is expected early 2013.

Early departures from the project of Customs, Education and Prosecution advisors together with changed needs identified at the Prime Minister’s office for communication and energy, the project reports 252,320 Euro savings to be allocated to new hires planned for beginning of 2013.

Given the specificity of this project, experts and expertise are its main asset. Finding the right expert is key for a successful delivery of policy advice. The recruitment process has underlined a number of lessons learned presented below. Although the demand is usually followed by a fair share of supply in terms of number of applicants, identifying candidates who exhibit and prove an optimum mix of advisory, policy and area expertise is prone to difficulties. As a result, beneficiaries demand flexibility when applying the requirements of the profile identified in the Description of Action, which puts UNDP in a delicate position/under pressure, given rules and procedures binding the implementer.

In addition to that, the selection criteria are prone to changes when beneficiaries modify the requirements towards candidates at the selection stage, deviating from the agreement reached and expressed in the terms of reference for individual positions. While the changing demands and needs of the beneficiary are to be understood and responded to, due diligence is also paid to the competiveness and fairness of the process of selection.

Another lesson learned from the most recent recruitments is that the unclear status of the project after 30th September 2013 makes it difficult to attract excellent candidates and also impacts the performance of current advisors, who started to consider other opportunities for professional employment.

Based on these lessons learned, the project management designed a risk management strategy, within means at its disposal, based on e.g. enhanced communication with decision makers participating in the recruitment from the beneficiaries’ side on rules and procedures to follow, as well as enhancing the internal communication within the team.

# Annex 1: LIST OF PERSONNEL

**PROJECT PERSONNEL/STATUS AS OF 31 DECEMBER 2012:**

**1. International High-level Advisors:**

|  |  |  |  |
| --- | --- | --- | --- |
| **Name**  | **Country of Nationality** | **Position** | **Duration of Contract** |
| Andrea Lorenzo Capussela | Italy | Advisor to the Minister of Economy and Trade | 1 April 2012 – 30 September 2013 |
| Ausra Raulickyte | Lithuania | Advisor to the Minister of Justice | 1 April 2012 – 30 September 2013 |
| Ion-Gabriel Sotirescu | Romania | Advisor to the Minister of Internal Affairs | 1 April 2012 – 30 September 2013 |
| Isabelle Mihoubi-Astor | France | Advisor to the Director of the Bureau for Migration and Asylum | 1 April 2012 – 30 September 2013 |
| Stuart Brown | United Kingdom | Advisor to the Minister of Environment | 25 June 2012 - 30 September 2013 |
| Peter Menhard | Denmark | Advisor to the Director of State Tax Inspectorate | 1 April 2012 – 31 March 2013 |
| Przemyslaw Musialkowski | Poland | Advisor to the Director of CCCEC | 1 April 2012 – 31 January 2013 |
| Richard Moody | United Kingdom | Advisor to the Minister of Agriculture and Food Industry | 1 April 2012 – 30 September 2013 |
| Waldemar Sochaczewski | Poland | Advisor to the Minister of Agriculture and Food Industry | 1 April 2012 – 30 September 2013 |
| Vigo Legzdins | Latvia | Advisor to the Minister of Transport and Road Infrastructure | 1 April 2012 – 30 September 2013 |
| VACANT  |  | Advisor to the Prime Minister on Strategic Communications |  |
| VACANT |  | Advisor to the Prime Minister on Central Public Administration Reform (to be replaced by Energy Advisor)  |  |
| VACANT  |  | Advisor to the Director of Customs |  |
| VACANT |  | Advisor to the Prosecutor General |  |
| VACANT |  | Advisor to the Minister of Education |  |

**2. Local experts:**

|  |  |  |
| --- | --- | --- |
| **Name** | **Position** | **Duration of Contract** |
| Alexei Untila | Local expert / Ministry of Interior | 1 April 2012 -30 September 2013 |
| Aurelian Rotaru | Local expert/ Ministry of Agriculture and Food Industry | 1 April 2012 -30 September 2013 |
| Cristina Cojocaru | Local expert / CCCEC | 1 April 2012 – 31 January 2013 |
| Georgeta Mincu | Local expert /Ministry of Economy and Trade | 1 April 2012 – 30 September 2013 |
| Marcel Chistruga | Local expert / State Tax Inspectorate | 1 April 2012 – 30 September 2013 |
| Olivia Pirtac | Local expert / Ministry of Justice  | 3 October 2012 – 30 September 2013 |
| VACANT  | Local expert/Cabinet of the Prime Minister/Communication  |  |
| VACANT | Local expert / Ministry of Education  |  |
| VACANT  | Local expert /TBD |  |

**3. Project coordination and support:**

|  |  |  |  |
| --- | --- | --- | --- |
| **Name**  | **Country of Nationality**  | **Position** | **Duration of Contract** |
| VACANT |  | Project Manager |  |
| Nelea Bugaevski \* | Moldova | Project Associate | 30 July 2012 – 30 September 2013 |
| Sergiu Tabuncic | Moldova | Project clerk/driver | 1 April 2012 – 30 September 2013 |

\* Replaced Svetlana Doni (duration of contract: 1 April 2012 – 31 July 2012)

# Annex 2: PROJECT LOGICAL FRAMEWORK

|  |  |
| --- | --- |
| **Project Title**: **“EU High Level Policy Advice Mission”**  | **Country: Moldova****Project Duration: 18 months****Prepared in April 2012** |
| **Wider objective** | **Intervention logic** | **Objectively Verifiable Indicator** | **Sources of Verification** | **Assumptions**  |
| *To support the Government to implement its wider reform agenda, the Government Activity Programme 2011-2014 and the National Development Strategy Moldova 2020, and in particular to assist the Government to develop the capacities required for the preparation, negotiation and implementation of the Association Agreement, including the Deep and Comprehensive Free Trade Area, and visa liberalisation* | Association Agreement is signed and implementation has begun Political decision to grant visa liberalisation is taken  |  Association Agreement and visa liberalisation approved by the Member States, European Council, the European Parliament, and the Moldovan ParliamentAnnual Reports of the European Commission | *The European Union and the Government of the Republic of Moldova remain committed to the conclusion and implementation of an Association Agreement and the European Union continues to provide financial and technical support to achieve these goals* |

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| --- | --- | --- | --- | --- |
| **Specific Objectives** | *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**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* | Moldova successfully meets the targets set out in the AA / DCFTA and Visa Liberalisation Action Plans and the future Association Agenda | EU Regular Reports on the implementation of the AA / DCFTA, Visa liberalisation technical conditions | *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, establish a modern functioning democracy guided by the Rule of Law, and implement economic policies designed to stimulate economic growth and reduce poverty* |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Results** | **Intervention Logic** | **Objectively Verifiable Indicators** | **Sources of Verification** | **Assumptions** |
| *Component 1**Support to the implementation of the Government’s reform agenda* *Component 2**Support to the negotiation and implementation of the Association Agreement / DCFTA and the implementation of the visa liberalisation action plan* *Component 3**Strategic guidance on human rights, democratization and good governance* ***Once the specific areas of intervention have been identified, results can be established for each of the Components above. In the next column are some suggestions for indicators*** | The Government adopts and implements the Strategic Development Programmes The Government adopts and implements the proposed new Public Administration Reform Strategy, including a new Civil Service Pay strategyA Change Management approach has been introduced into line Ministries and State AgenciesA system of enhanced co-ordination between Government and Parliament is introducedA system of improved co-ordination and monitoring of the legal approximation process is established measured by the number of laws / regulations adoptedThe Government adopts and implements the Justice Sector Reform strategy The MoIA and the Border Guard Services are demilitarisedThe CCECC and the Prosecutor General’s Office are independent of political interference An intelligent policing system introducedPublic confidence in the justice system increasesNº of convictions for corruptionNº of crimes solved and convictions obtainedNational and local elections conform to international standsNº of laws / decisions adopted by Parliament is in accordance with annual work plan% reduction in illegal migration to EuropeNº of persons enjoying privilege of visa free travelPACE monitoring of the accession obligations to CoE closedSignature of DCFTA by EU and the Republic of MoldovaNº of regulations linked to DCFTA issues adopted and enforcedNº of strategic institutions restructured in conformity with EU requirements% increase in EU-Moldova trade measured in terms of volume and valueNº of Moldovan businesses entering EU markets | EU Regular ReportsWB Regular ReportsIMF ReportsOther donor reportsGovernment & Parliamentary decisionsProject ReportsMinutes of Project Steering CommitteesNGO Monitoring Reports | *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 the line 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 (judiciary, police, accreditation, inspection and enforcement agencies)**The beneficiary institutions will provide adequately equipped and furnished office space for the advisors* |

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| --- | --- | --- | --- |
| **Activities** | **Outputs** | **Objectively Verifiable Indicators** | **Assumptions** |
| *Component 1**Support to the implementation of the Government’s reform agenda* *Component 2**Support to the negotiation and implementation of the Association Agreement / DCFTA and the implementation of the visa liberalisation action plan* *Component 3**Strategic guidance on human rights, democratization and good governance*  |  |  |  |

# Annex 3 – FINANCIAL REPORT (APRIL 2012 – DECEMBER 2012)

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# Annex 4 – WORK PLANS

**WORK PLANS / per beneficiary (October 2012-March 2013):**

|  |
| --- |
| ***JUSTICE*** |
| *Project Result:* | *Particular activities for achievement of each result (during 6- months planning period)*  | *Planned output(s) of the particular activities (per result)*  | *Selected means of monitoring / OVI (per result)\*\** | *Timeline*  |
| Component 1:Support to implementation of Government’s reform agenda  | Assistance for the implementation of the Justice Sector Reform Strategy 2011-2016 and its Action Plan through strengthening coordination and monitoring mechanism by: 1. Strengthening donors ´coordination mechanism;2. Establishing consultations with civil society network;3. Support to developing annual report of the JSRS Action Plan implementation.Assistance to implementation of most important strategic directions of the Pillow No 1 and 4 of the JSRS and its Action Plan:1.Facilitation the working group on development the draft of law on judges disciplinary responsibility by (1)participation in discussions, (2) supporting the organisation of public debates, (3) finding donors for the organisation of public debates and (4) assisting in arranging international expertise of the draft. 2. Facilitation the working group on development of the package of laws on corruption prevention by (1) participation in discussions, (2) developing concepts, (3) assisting in organisation of public debates, (4) finding donors for the organisation of public debates and (5) assisting in arranging international expertise of the draft.  | 1. Developed matrix of donor’s involvement in the JSRS Action Plan implementation for 2013;2.Created mechanism of the communication with the representatives of civil society on the JSRS Action Plan implementation activities (matrix on NGO activities, matrix on NGO involvement in JSRS Action Plan implementation for 2013); 3. Developed report of the JSRS Action plan implementation for 2012 according the approved methodology.1.Public and institutional consultations organised, 2.Independent expertise of the draft conducted by international expert(s),3.Draft of the law on Judges Disciplinary responsibility submitted to the Government for approval.1.Public and institutional consultations organised,2.Independent expertise of the draft conducted by international expert(s),3. Package of the laws on corruption prevention submitted to the Government for approval. | Donors and civil society coordination mechanism in and across institutions are functionalProcess of public consultation is carried out by the beneficiary Assessment of the institutional framework (Reports on JSRS Action plan implementation for 2012) Policy documents (normative acts) available within deadlinesProcess of public consultation is carried out by the beneficiary Policy documents (normative acts) available within deadlinesProcess of public consultation is carried out by the beneficiary  | 31.03.201331.02.201331.02.201331.03.2013 |
| Component 2:Support to negotiation and implementation of the Association Agreement/ DCFTA and implementation of the visa liberalisation action plan  | Facilitation the process of negotiations for the EU Sectorial Budget support for the implementation of the JSRS (2013) by assisting in negotiation process between EUD and MoJ regarding conditions for receiving EU Sectorial budget support (assistance in organising internal and inter-institutional meetings, discussing conditions and proposals, facilitating development of reports on fulfilment of agreed conditions). | 1. Institutional and internal consultations organised; 2. MoJ position on the draft of the Financial agreement regarding the EU Sectorial Budget support for the implementation of the JSRS developed;3.Report on implementation of the conditions necessary for receiving first tranche of the financial support developed by the MoJ in time. | Process of public consultation is carried outOn-going ac-hoc advisory on best EU practices | 31.03.2013 |
| Component 3:Strategic guidance on human rights, democratization and good governance  | Support to the improvement of the decision making process on the state level through assistance in finalisation of the draft of the law on Normative acts by: (1) organising discussions with all relevant institutions and the specialists of the MoJ; (2) coordination of public communication activities necessary to promote the draft.Support to improvement of the decision making process on the institutional level through: (1) implementation of the measures related with work planning (Detailed plan on the stages and deadlines of the normative acts development at the Ministry for 2013) and (2) promotion of various means/measures related with e-justice Assistance to activities aimed for the strengthening the regulatory frameworks and institutions, responsible for the human rights protection by facilitating the process of creating necessary conditions for the work of the Equality council (secondary legislation developed) by organising consultations and public information measures. | 1.Public and institutional consultations organised;2. Independent expertise of the draft conducted by international expert(s);3. the draft of the law on Normative acts submitted to the Government for approval.1.Detailed plan on the stages and deadlines of the normative acts development at the Ministry for 2013 developed2. Activities necessary for launching E-justice projects on e-bailiffs system and improvement of normative acts search system completed.1.Public and institutional consultations organised, 2. the draft of the secondary legislation on Equality insurance Council developed by the MoJ in time. | The public information tools to increase transparency about decision-making processes and results The structured public consultation processes in place for decision-making for public policiesProjects on e-government measures/instruments in place;Normative acts on human rights (equality) compliant with EU standards and European and international conventions;Number of organisation development activities contributing to strengthening the human rights domain implemented; | 31.03.201331.03.201331.03.201331.12.201231.03.201331.03.2013 |
| **INTERNAL AFFAIRS** |
| *Project Result:* | *Particular activities for achievement of each result (during 6- months planning period)*  | *Planned output(s) of the particular activities (per result)*  | *Selected means of monitoring / OVI (per result)\** | *Timeline*  |
| Component 1:Support to implementation of Government’s reform agenda  | - Support for the continuation of the processes aiming to modernize the MIA structures and to implement technology and scientific progress in the field of policing  -Support and advice for the implementation of the measures aiming to continue the reform processes of the MIA structures and the police services.-Ongoing ad-hoc advisory on best EU practices | -Nº of strategic institutions restructured in conformity with EU requirements;-National and sectoral strategies, legal regulatory acts and action plans are elaborated and coherent-An intelligence led policing system introduced; | -# of activities (workshops, seminars, study tours) to increase capacity development-# of project and change management methodologies and standards in place in support of institutional reform- # of communications strategies and procedures for public communications | March 2013 |
| Component 2:Support to negotiation and implementation of the Association Agreement/ DCFTA and implementation of the visa liberalisation action plan  |  -Support for the preparation and implementation of the activities provided for in the Phase II of the “Visa Liberalization Action Plan”-Ongoing ad-hoc advisory on best EU practices | -Moldova successfully meets the targets set out in the AA / DCFTA and Visa Liberalisation Action Plans and the future Association Agenda-An intelligence led policing system introduced; | - % Reduction in illegal migration to Europe;- Nº of persons enjoying privilege of visa free travel; | March 2013 |
| Component 3:Strategic guidance on human rights, democratization and good governance  | -Strengthening the capacity of the mechanisms to prevent and combat torture, ill treatments, and law enforcement authorities’ abuses.-Support for the continuation of the demilitarization process of MIA and its’ departments, and for the adoption of the measures aiming to increase MIA accountability and the role of the civil society. -Ongoing ad-hoc advisory on best EU practices | - Increased number of public institutions implementing internal corruption risk assessments-Public confidence in the justice system increases;- The MIA and the Border Police Services are demilitarised; | - # of regulatory acts on human rights compliant with EU standards and European and international conventions;- # of organisation development activities contributing to strengthening the human rights domain implemented;- # of educational activities designed and implemented targeting special groups, educational system and general public; | March 2013 |
| **MIGRATION AND ASYLUM** |
| **Project result:** | **Particular activities for achievement of each result (during 6-months planning period)** | **Planned output(s) of the particular activities (per result)** | **Selected means of monitoring / OVI (per result)\*** | **Timeline** |
| Component 1:Support to implementationof Government’s reform agenda | Within the overall reform process of the MOI, support the establishment of an institutional framework on migration which enables improved migration policy development and migration management (in particular the BMA is NOT under the police Department but is an autonomous structure under the Minister, and the policy unit is included into the organigram of BMA) | -1 policy Note to Minister of Internal Affairs on proposals for an Institutional Framework on Migration -Several policy meeting with key migration partners (IOM, UNHCR etc.) on MOI Reform in the area of migration | Institutional framework enabling design and implementation of migration policies in a coordinated way is in place  | January 2013 |
| Within the framework of the SDP of the MOI, support the drafting of a 3 year planning for BMA which reflects RM and EU policy priorities in the area of migration | -1 policy note to present migration policy priorities and main activities | The Action plan in support of the SDP is adopted | January 2013 |
| Ensure strengthened cooperation with migration, development and HR partners within the framework of all existing frameworks (mobility partnership, EUVLAP etc) and partners (government, civil society, international and bilateral partners such UNHCR, IOM, ICMPD etc.) in order to consolidate policies, maximize resources and support donor coordination efforts | -Numerous policy-discussion meetings with all key migration and relevant development and HR partners at the international, regional and bilateral levels -Support to MIA quarterly coordination meetings | Coordination mechanisms in and across institutions and with international and bilateral partners and donors are in place | Throughout Planning Period |
| Component 2:Support to negotiation andimplementation of the Association Agreement/DCFTA and implementationof the visa liberalisationaction plan | Advocate and support the improvement of the legal framework and procedures to receive foreigners and foreign investors in the RM, in line with EUVALP Action Plan and DCFTA requirements on freedom of establishment | -1 policy note on ways to improve the legal framework for foreigners-2 structured consultation meetings with foreign investors are conducted-Several meetings with Ministry of Economy and Ministry of Labour, Unit on foreign Investments at SC-1 Article in the Mobility Partnership publication is published -1 Workshop on best practices in this area in selected EU MS (France/Latvia/Romania) is organised and support to the implementation of the conclusions of the workshop is provided | National legislation and regulatory acts compliant with European standards and the EU Acquis.Coordination mechanisms in and across institutions are functional (one inter-agency working group established and functioning) | March 2013March 2013 |
| Support the establishment and functioning of the regional one-stop-shop in the South (Comrad) and in the North (Balti) and the overall improvement of the reception conditions for foreigners, in line with EU VL Action Plan requirement | -Several meetings with potential donors to support identification of support for unmet needs of BMA (for technical equipment in particular)-1 study visit on reception standards to newly hired staff of the decentralized offices (TAIEX) | Official opening of the 2regional one-stop-shop offices | December 2012 |
| Support the establishment of a fully functioning stateless Unit within the Refugee Directorate is in place and statelessness is reduced, in accordance with European and International standards pertaining to the issue, in line with EU VL Action Plan requirement | -1 policy note on strategies to bring legislation and procedures in line with EU and international standards and to clarify competencies in this area-1 round-table (jointly with UNHCR) discussion on RM’s strategy to reduce statelessness-Several coordination meetings with UNHCR and at country experts level | Amendments to the Law on Citizenship are prepared ‘Amnesty Law’ for long-time stateless persons is draftedBy laws (procedural aspects) are approved | March 2013 |
| Support the process of drafting the EU Visa Liberalization component of the 2012 Human Development report so that it reflects the current challenges and achievements of the RM | -Provision of written comments to the draft report | High level of compliance with EU visa liberalization Requirements | December 2012 |
| Support the preparation of the RM EU Visa Liberalization progress report on phase 2 EU Expert which reflects progresses and ensure that first draft assessment Report on EU Visa Liberalization makes a well informed and presents positive assessment of the implementation phase 2 of the migration component of the EUVLAP | -Support to the drafting of the migration part of the RM Progress Report on phase 2 of the EU Visa Liberalization-Participation in the preparation and during the visit of the assessment mission-Written comments to the first draft assessment report of implementation of phase 2 of the migration component  |  | March 2013 |
| Component 3:Strategic guidance on human rights, democratization and good governance | Provide strategic guidance for the strengthening of cooperation between the MIA/BMA and the civil society in the provision of services to all categories of foreigners (including those in detention) and in the monitoring on their situation and reporting. | -1 study visit to France (Management BMA/Detention and reception center/NGOs) to get acquainted with the cooperation mechanisms between government and NGOs and the NGO reporting methodologies  | Increased number of mechanisms for public policy monitoring and public services delivery involving NGOs | March 2013 |
| Continue to advocate and provide guidance for the inclusion of a specific chapter on the rights of migrants and refuges in the HR Action Plan (NHRAP) of the Ministry of Justice | -Continue to participate in drafting process and meeting on the issue (*follows activities and outputs from previous reporting period)* | HR Action Plan is adopted | February 2013 |
| Provide support in order to make the asylum system a model for the region, in particular through the review of the legislative framework and transposition of EU Directive on family reunification as well as support to EU funded-projects | -1 policy note on proposed amendments to the law on Asylum-Several coordination meetings with UNHCR and NGOs | Amendments to the Law on Asylum are approved  | March 2013 |
| **CCCEC** |
| *Project Result:* | *Particular activities for achievement of each result (during 6- months planning period)*  | *Planned output(s) of the particular activities (per result)*  | *Selected means of monitoring / OVI (per result)\*\** | *Timeline*  |
| Component 1:Support to implementation of Government’s reform agenda  | Finalisation of the first stage of the anti-corruption reform – NAC fully operational. | Proposals for the revision of the law on creation of NAC.Advice and consultation provided to MOJ and other relevant bodies re. Anti-corruption aspects of reforms. | Draft law(s) available.Comments provided to draft laws on extended confiscation, illicit enrichment and other relevant legislation. | March 2013 |
| Component 3:Strategic guidance on human rights, democratization and good governance  | Creation and development of criminal analysis structures  | First stage of creation of analytical service finalised. | Structure of analytical service available, 9 analysts hired and trained, head of the service nominated. | February 2013 |
|  | Preparation of strategic vision of NAC development in 3-year perspective. | Priorities for the 3-year work plan of NAC.Workplan for 2013 ready.Mission statement and communication plan available. | Strategic document available and approved be the NAC Director.Workplan available, approved and consulted with CSODocuments available, approved and consulted with CSO | March 2013 |
|  | Preparation of a detailed concept of the development of a system of search and recovery of proceeds from corruption. | Initial concept of search and seizure of proceeds from corruption and workplan available . Advanced draft concept available.Draft concept of the interagency programme to create and develop a system to search, seize and confiscate proceeds from crime.  | Documents available, and consulted within NAC and with local expertsDocuments available, approved and consulted with CSODocuments available, approved and consulted with CSO | March 2013June 2013September 2013 |
| **ECONOMY AND TRADE** |
| *Project result:* | *Particular activities for achievement of each result (during 6-months planning period)* | *Planned output(s) of the particular activities (per result)* | *Selected means of monitoring / OVI (per result)\** | *Timeline* |
| Component 1:Support to implementation of Government’s reform agenda  | 1. Elaboration of policy notes for institutional reform purpose
2. Review or drafting legal acts for institutional reform (and in direct support to policies)
3. SDP fully aligned with MTBF
4. Adopted Action Plans in support of SDP for individual ministry/institution
5. Conduct consultation events (round tables, meetings) to ensure coordination
 | 1. Policy Notes on State-Owned Enterprises, MIEPO, Consumer Protection and TBT for institutional reform purpose
2. Legal acts in support of actions mentioned in para. a);
3. SDP for ME, MIEPO, Consumer Protection, Competition Agency are aligned with the MTBF by March 2013
4. ME has an Action Plan for the implementation of SDP
5. Possible activities (workshops, seminars, study tours) to increase capacity development, if needed
 | Project ReportsMonitorul Oficial and websites of the relevant institutionswebsites of the ME and other subordinated institutionsGovernment Reports |  |
| Component 2:Support to negotiation and implementation of the Association Agreement/ DCFTA and implementation of the visa liberalisation action plan  | 1. Policies and institutional reforms are in line with the DCFTA agenda and requirements
2. Ensure the coordination mechanisms in and across institutions are functional
3. Support and briefing provided on Strategic Planning on Business Development; Company Law; Licencing, SMEs Strategy and Law; WTO Negotiations and DCFTA Negotiations, Energy Strategic Development and Legislation, Consumer Protection, Standardization, Metrology, Certification and Accreditation; Macroeconomic Analysis and Strategic Development Planning of the institution
4. Ensure the legislation related to DCFTA for which the ME is responsible are in compliance with DCFTA requirements
5. On-going ad-hoc advisory on best EU practices, coaching and mentoring
 | 1. Progress Reports on DCFTA are presented and the Negotiations take place as planned
2. Active participation in favouring coordination
3. # of National strategies, action plans and policy documents are available within determined deadlines.
4. Level of compliance with requirements (of AA, DCFTA, VISALIB). List of acts selected from the Ministry of Economy annual Action plan
5. Ministers, Deputy Ministers, Heads of Policy section are provided top quality support and have regular and direct access to Advisors and Local Expert
 | Project ReportsGovernment Reports Monitorul Oficial and websites of the relevant institutionsProject Reports |  |
| **STATE TAX INSPECTORATE** |
| *Project result:* | *Particular activities for achievement of each result (during 6-months planning period)* | *Planned output(s) of the particular activities (per result)* | *Selected means of monitoring / OVI (per result)\** | *Timeline* |
| Component 1:Support to implementationof Government’s reform agenda | 1. Restructuring of the STI regional organisation.2. Improving the MSTI capability & skills for maintenance and development of BPs.3. The 2013 Taxpayer Compliance Programme in line with the corresponding practice of European countries.4. TAM project reconfiguration and revival of IRMS sub-project.5. Coordination of international assistance. | 1.1 Conceptual document describing international experience and MDA specific challenges and potential approach; UK version.1.2 As above, RO version.1.3 Detailed Feasibility Study (FS) envisaged, depending on the MoF decision.1.4 Implementation of new regional organisation depending on the MoF decision. 2.1 Participation of 2 MSTI officers in the subject specific IOTA workshop.2.2 Coaching of revision and updating of the initial BP catalogue (by the MSTI BP team).3.1 Assistance to MSTI in preparing the 2013 compliance programme based on the European Compliance Risk Management Guidelines.3.2 Assistance to MSTI in obtaining IMF approval of the 2013 compliance programme.4.1 Assistance to MSTI in re-scoping TAM according to agreement between MoF and WB.4.2 Revision and update of IRMS requirements (RSC).4.3 Preparation of bidding documents based of RSC and according to WB tendering standards.4.4 Assistance to MSTI in conducting the tender process. 4.5 Assistance to MSTI in establishing a permanent tax training institute with a proper complement of training staff, curriculum development, and training equipment and infrastructure.5.1 Assistance to MSTI in planning and execution of workshops and training events.5.2 Assistance to MSTI in adjustment of international support agreements. | 1.1.1: # of activities (workshops, seminars, study tours) to increase capacity development.1.1.3:# of assessments of the institutional framework.1.2.2: # of events/actions/ activities conducted for developing the strategies and regulatory acts. | 1.1 Early Oct. 2012.1.2 Early Nov. 20121.3 Mar 20131.4 Dec. 20132.1 Mid Nov. 20122.2 Feb 20133.1 Jan 20133.2 Apr 20134.1 Dec 20124.2 Feb 20124.3 May 2013 (depending the required Contract extension)4.4 May 2013 (depending the required Contract extension)4.5 July 2013 (depending the required Contract extension)5.1 Monthly5.2 Ad hoc |
| Component 3:Strategic guidance on human rights, democratization and good governance | 1. Establishment of the Tax Compliance Council.2. Strategic guidance.3. Performance measurement.4. Unspecified policy advice. | 1.1 Policy note on its structure and role.1.2 Regulations for the Council's work.2.1 Methodological guidelines for assessing and evaluating the shadow economy.3.1 Policy note describing international practice, existing assessments and proposing potential approach for establishment of regular performance assessments.3.2 Internal procedures for regular performance assessments.4.1 Ad hoc agreed preparation of policy notes covering areas of emerging priorities. | 3.1. Decision-making processes ensuring transparency and broad participation of all relevant stakeholders resulting in more relevant and sustainable public policies.3.1.4 # of mechanisms and methodologies in place for monitoring implementation of public policies.3.1.4 # of mechanisms and methodologies in place for monitoring implementation of public policies.3.1.4 # of mechanisms and methodologies in place for monitoring implementation of public policies. | 1. Early Nov. 20122.1 Mar 20133.1 Late Nov. 20123.2 Mar 20134.1 Ad hoc |
| **AGRICULTURE** |
| *Project Result:* | *Particular activities for achievement of each result (during 6- months planning period)*  | *Planned output(s) of the particular activities (per result)*  | *Selected means of monitoring / OVI (per result)\*\** | *Timeline*  |
| Component 1:Support to implementation of Government’s reform agenda  | a)Policy support to the Implementation of National Food Safety Strategy b)Support to the Drafting and implementing of the National Agriculture and Rural Development Strategy (NARDS)c)Support to drafting and implementing of the reform of education and research in agriculture d)Support to drafting and implementing programme of milk sector development e) Support in drafting and implementing fruit and vegetable sector development strategy f) Support to develop market infrastructure reform measures  | a)Policy advice and briefing notes on various elements of food safety strategy implementation including operationalizing the National Food Safety Agency b)Draft National Agriculture and Rural Development Strategy (NARDS)c)Draft of the reform concept paper of education and research in agricultured)Draft of the programme of milk sector development e)Draft fruit and vegetable sector development strategyf)Feasibility business plan for wholesale market Chisinau g)Technical design of wholesale market Chisinau  | a)The Government adopts and implements the Strategic Development Programmea)Nº of laws / decisions adopted by Parliament / Government is in accordance with annual work planb)Nº of laws / decisions adopted by Parliament / Government is in accordance with annual work planc)Nº of laws / decisions adopted by Parliament / Government is in accordance with annual work pland)Nº of laws / decisions adopted by Parliament / Government is in accordance with annual work planf)Plan adopted by the Wholesale Market Company and MAFIg)Design adopted by the Wholesale Market Company and MAFI  | a)December 2012 - Gov. Reg. on ANSA activities approved b)March 2013 draft of NARDS preparedc)December 2012 draft of Gov. Reg. on subordination of agrarian institutes preparedd)March 2013 strategy approved by Governmente)March 2013 Draft of the strategy preparedf)December 2012 plan adoptedg)January2013 design adopted |
| Component 2:Support to negotiation and implementation of the Association Agreement of the DCFTA and implementation of the visa liberalisation action plan  | h)Supporting the finalising of the text of the SPS agreement including the issue of animal welfare and legislative harmonisation listi)Supporting the finalising of the tariff position on agri-food products j)Support to fulfilment of DCFTA key recommendations  | h)Policy advice and briefing notes on SPS issues including animal welfare Policy advice and briefing note son legislative harmonisation i)Policy advice and briefings notes on the preparation of the tariff negotiating positionj)Policy advice and briefing notes | h)Signature of DCFTA by EU and the Republic of MoldovaNº of laws / decisions adopted by Parliament / Government is in accordance with annual work plani)Nº of regulations and decisions linked to DCFTA issues adopted and enforcedj)Nº of regulations and decisions linked to DCFTA issues adopted and enforced | h)October/November2013i)December 2012 tariff position approved by MD sidej)continous process |
| Component 3:Strategic guidance on human rights, democratization and good governance | k)Providing policy advice on transparency of Agency and MAFI decision making and control processes | k)Policy advice and briefing notes on design and transparency of procedures | k)No of new transparent procedures adopted | k) January 2013 Audit plan for MAFI and subordinated institutes adopted by the Minister |
| ***TRANSPORT AND ROAD INFRASTRUCTURE*** |
| *Project Result:* | *Particular activities for achievement of each result (during 6- months planning period)*  | *Planned output(s) of the particular activities (per result)*  | *Selected means of monitoring / OVI (per result)\*\** | *Timeline*  |
| Component 1:Support to the implementation of the Government’s reform agenda  | 1.1. Elaborate at least 3 policy notes in support of institutional reform process1.2. Provide advice and assistance during the preparation, consultation and approval process of the new Transport and Logistics Strategy for 2013-2032, including preparing of a multi-modal transport infrastructure investment plan for 2013-2022.1.3. Organize workshops, seminars, study- tours, round tables to strengthen the capacity of the beneficiary in carrying out the reforms and ensure coordination between the involved stakeholders.1.4. Assess the institutional framework in various transport sectors (e.g. road maintenance, road infrastructure safety management, railways, aviation, maritime transport, incident and accident investigation in aviation, maritime and rail transport), identify deficiencies and prepare recommendations for improvement and/or restructuring or setting up in cases where it has not been done until now.1.5. Assist in organizing and conducting events/activities for developing and consulting on strategies and regulatory acts | 1.1. Start-up of railway restructuring process; Introduction of Road Safety Audit system; Establishing of the institutional framework for incident and accident investigation according to the EU practice1.2. New Transport and Logistics Strategy agreed with International Donors and approved by the Government. Strategy is available and used in planning of activities and budgets. Investment planning in transport infrastructure is following the agreed strategy and investment plan. Foreign resources in a form of loans and grants are attracted for implementation of agreed investment projects.1.3. Level of understanding of the reform process increased, reforms are carried out in a planned and coordinated manner.1.4. Assessment reports prepared, discussed with stakeholders, presented to Minister and action plans for implementation prepared. Reforms initiated and ongoing.1.5. Process of developing strategies and regulatory documents is more transparent and views of involved stakeholders are obtained and analyzed at an early stage. | 1.1. Institutional framework enabling design and implementation of policies in a coordinated way is in place1.2. National and sector strategies, legal regulatory acts and action plans are elaborated and coherent.  1.3. Workshops, seminars, round tables organized. Study tour agreed and organized.1.4. Institutional framework enabling design and implementation of policies in a coordinated way is in place. Assessments of the institutional framework are elaborated. 1.5. Events/actions/ activities conducted for developing the strategies and regulatory acts. | 11/2012 -06/201311/2012-03/201311/2012-06/201311/2012-06/201311/2012-06/2013 |
| Component 2:Support to negotiation and implementation of the Association Agreement/ DCFTA and implementation of the visa liberalisation action plan  | 2.1. Provide advice and support in drafting/elaborating of not less than 3 Laws in support of the institutional reform in the sectors (and in direct support to policies)2.2. Monitor and prepare recommendations on actions to be taken to ensure that the regulatory acts are compliant with the commitments taken during the negotiations on AA, DCFTA and visa liberalization process.2.3. Provide ad-hoc advisory on the best EU standards and practices.2.4. Assist the beneficiary to develop a communication strategy and procedures and provide support during the public consultations and debates | 2.1. Law on Inland Shipping is approved by the Parliament;Road Transport Code is approved by the Government; Law on Aviation is drafted and discussions with the stakeholders are launched. 2.2. Analysis made and recommendations prepared on steps to be taken in order to ensure compliance.2.3. Minister, Deputy Ministers, Heads of Departments and Agencies have regular and direct access to the Adviser and are provided with adequate support. Decisions are based on best practice and risk of wrong doing is eliminated.2.4. Adviser participates in the public consultation process and provides advice to the beneficiary | 2.1. Laws are in line with European standards and the Acquis to the required level. Commitments arising from the Common Aviation Area Agreement are fulfilled. 2.2. National legislation and regulatory acts are in line with European standards and the Acquis to the required level2.3. Ongoing ad-hoc advisory on best EU practices2.4. Process of public consultations is carried out according to communications strategy and procedures for public communication | 01/201302/201306/201311/2012-06/2013 |
| Component 3:Strategic guidance on human rights, democratization and good governance  | 3.1. Provide guidance and prepare recommendations on good governance and transparent decision-making on public policies. | 3.1. Advice on best practice and recommendations for improvement is provided to the beneficiary.  | 3.1. Decision-making processes ensuring transparency and broad participation of all relevant stakeholders resulting in more relevant and sustainable public policies.  | 11/2012-06/2013 |