

Monitoring system for the implementation of development
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Monitoring Review of the Tacis NP Monitoring Programme Moldova



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GENERAL PROVISIONS

The objective of this document, worked out by the Chisinau Monitoring Team, is aimed at supporting the development of a new Country Strategy Paper (CSP) for Moldova for the period 2007 – 2013. The analysis of the implementation of the Technical Assistance (TA) projects financed by the European Union in Moldova is based on the CSP 2002 – 2006, National Indicative Programmes and Action Plans. The main target of this review is to draw attention to the lessons learnt during the recent years while designing the future programmes.

This review cannot be considered as a programme evaluation, since its conclusions are based on the activities of monitors carried out within their mandate and on the recommendations written in the monitoring reports. More than that, the analyses have included only National projects (with a budget beyond 1 million Euro), as well as Regional and Cross-Border Co-operation (CBC) projects, not embracing Policy Advice Programme, Tempus, IBPP and other small projects Programmes.

The Logical Framework Approach was the ground for the monitoring process based on the following main criteria: Relevance and quality of design, Efficiency of implementation, Effectiveness, Impact and Sustainability.

STRATEGIC DOCUMENTS of the republic of Moldova

The Economic Growth and Poverty Reduction Strategy Paper (EGPRSP), the Governmental Programme for the period 2005 – 2009 and the EU – Moldova Action Plan are the generic documents to be taken into consideration while thinking about the development of the aid programmes of any kind. The EGPRSP [1] is the overarching policy framework for the country's mid-term sustainable development. It was prepared to serve, among others, as a basis for developing and implementing new assistance strategies by international financial organisations and donor countries.

The medium-term objectives and priorities stated in the EGPRSP are as follows:

- (a) Sustainable growth, including economic growth;
- (b) Poverty and inequality reduction and increased participation of the disadvantaged categories of population in economic development;
- (c) Human resources development.

The Policy and Action Plan Matrix, as well as the Priority Actions Indicative Costs Table, are annexed to the EGPRSP. Financial resources that the Government of Moldova is going to allocate for the implementation of the planned actions and unsecured additional costs are clearly stipulated in the last mentioned annex.

Governmental Programme for the period 2005 – 2009 [2] has been worked out in line with the EGPRSP, focusing on Sustainable socially oriented economic development, Country reintegration and European integration.

The EU – Moldova Action Plan [3] has stated a comprehensive set of priority areas, which are quite numerous and long-term, including:

- Political dialog and reform;
- Co-operation for the settlement of the Transnistria conflict;
- Economic and social reform and development;
- Trade-related issues, market and regulatory reform;
- Co-operation in Justice and Home Affairs;
- Transport, energy, telecommunications, environment and research, development and innovation;
- People-to-people contacts.

The CSP 2002 – 2006

The European Union is one of the main multilateral donors providing TA to Moldova. This is carried out via the Tacis Programme. Around 120 million Euros have been allocated during the period 1991 – 2004 [4] in the context of National Action Programmes (NAPs), Regional and CBC Programmes.

The CSP 2002 – 2006 [5] has stipulated the EU co-operation objectives and priority TA areas in Moldova. These objectives were targeted to contribute to fostering the respect of democratic principles and rule of law, support transition to a market economy, assist in diminishing the social costs of the transition, as well

as assist to fight the criminal phenomena. These objectives were selected in line with the Partnership and Cooperation Agreement (PCA) signed between Moldova and the EU [6] and according to the country priorities reflected in the strategic policy papers.

Usually the NAPs for Moldova are developed on bi-annual basis, with exception of the last one, which covers 3 years period (2004-2006). The general budgetary evolution of the Tacis Programme starting with NAP2001 has been constantly enlarged. Thus, 21 million Euros have been allocated within the NAP2001, 25 million Euros – within NAP2003 and 42 million Euros are foreseen for NAP2005.

NATIONAL ACTION PROGRAMMES (NAPS)

It is very important that the NAPs 2001, 2003 and 2005 were focused at the same three areas of co-operation:

1. Support for institutional, legal and administrative reform;
2. Support to the private sector and assistance to economic development;
3. Addressing the social consequences of transition.

The definition of these areas was large enough to give the possibility to respond the country needs in the best possible way, at the same time keeping sufficient flexibility to develop projects at the cross-road of several sectors. This is especially relevant to Moldova, where, unlike its neighbours, not many areas are developed. Such sectors as e.g. mining, heavy industry, energy generation etc. are not in place. Although no sector approach was applied, the Programme interventions were thought as a cascade of actions at different levels with cross-cutting effect. The projects related to SMEs development, Export and investment promotion, Support in health reform may be found in each of these NAPs.

It is too early to assess to what extent this approach has succeeded and what compound results have been achieved, since only the NAP2001 has been fully implemented. It has incorporated six projects: three in the first area, one – in the second and two in the third one. Two out of eight projects included in the NAP2003 have been launched so far, while the NAP2005 has just recently passed the Tacis Committee.

REGIONAL AND CBC PROGRAMMES

During the reporting period Moldova has also participated in a number of regional and CBC projects, implemented in different fields mainly related to the improvement of infrastructure and environment. The recent Regional Programmes have included substantial interventions in border management and anti-drug programme, which have significantly contributed to the improvement of the operational and institutional capacities of the national bodies concerned.

The sector analysis of the implemented projects is hardly possible, as limited efforts were focused on a certain specific sector(s). Instead, it was decided to try to consider common positive and negative aspects of the projects implemented within various Programmes in the period 2002-2005 and draw conclusions, which might be of use for the future programme development.

KEY OBSERVATIONS

- The country has defined only its general global objectives (e.g. European integration, country's reintegration, poverty alleviation and economic development etc.), while a clear prioritisation of specific tasks and areas seem to be still underway.

- Despite the fact that the majority of projects were perfectly in line with the most crying national priorities, practically none of these projects was affiliated to concrete initiatives funded by the Government. This would have significantly maximised the chances for the *Sustainability* of the projects' results.

- In many cases the assistance / policy advice was delivered to unprepared and not enough committed partner institutions, making the final *Effectiveness* and *Impact* very limited, not to mention *Sustainability*. For more tangible and valuable support, it would be reasonable to make the EC TA a complementary part of national programmes (EGPRSP), aimed at concrete targets to be achieved in joint efforts.

- In many cases there were significant time gaps between the identified interventions for the project, development of the ToR and *de facto* project start. When too much time was spent for the development of the ToR the circumstance / project environment have been dramatically changed. It would be highly recommended to reduce to a maximum possible extent the preparatory phases. The EC assistance and national plans should coherently interact and both agendas should overlap. This will permit to channel the assistance in the best way and timely respond to the country needs.

- The support to perform analysis, amendment, development and harmonisation of the national *Legislative framework* was relevant in the majority of the projects implemented in Moldova. However, the enforcement of the adopted legislation was and still remains quite problematic. Although, this is definitely under the sole responsibility of the beneficiary country, there is a need to concentrate more and more on the support in substantial improvement of the law enforcement mechanisms compatible with EU standards, rather than on legislation review and on new laws drafting.

- The general *project environment* and the *political commitment* in Moldova were adequate. The fact that the Tacis Programmes were designed taking into consideration the strategic Moldovan documents and were well in line with the selected country priorities ensured relevant attitude of the high-level decision makers and their support in the projects implementation.

- Selection of the adequate Project Partners was of paramount importance for ensuring *Efficiency* and *Effectiveness* of the projects, since implementation of the projects should be a shared responsibility of both the Contractor and the Project Partner. However, in some cases the Project Partners were responsible for / influential in only a part of the project tasks having no responsibility for e.g. legislative improvements or no influence on the business community. It would have been advisable to have more than one Project Partner in such cases.

- Some Regional projects have involved countries, which had quite different project environment and were placed too far from each other. To ensure *Efficiency* of the project expenditures it is relevant to unite under a regional project not only the countries with similar problems, but also those, which may develop a symbiosis approach for solution of certain problems and are placed in the same geo-political region having common interests.

- Focus of the TA was gradually moving from the capital city to province. More and more pilot Activities were implemented in diverse '*rayons*' (i.e. provinces) of the country, offering the possibility to replicate the best practices and concrete successfully implemented pilot projects, thus ensuring continuity of the started activities.

- Large involvement of Local Experts in the projects not only provided better targeted expertise, but also contributed to delivery of more tangible results. This is clearly observed while comparing with projects where no local expertise was used.

- Delivery of equipment represented one of the most problematic tasks, being almost always implemented with considerable delays. This was caused by a number of reasons, especially, due to quite complex and long lasting procurement procedures.

- Participation of the civil society in decision-making in Moldova is illusory so far, although some Environmental projects tried to encourage it. Despite the existence of a participatory mechanism in implementation of EGPRSP, for example, the nation-wide practices are under-developed. This is of a special importance for the projects related to the community development.

- The lack of continuity of commitment of the decision makers, especially, at the local level represents another potential risk for the projects implemented at the regional / local levels. Contrary to the national strategies, which are thoroughly monitored by the concerned authorities, the follow up of the local agendas is left to occasional events (e.g. visits of top country management, Government sittings organised in province etc.)

- Contracting of the international organisations established in the country for implementation of the Tacis projects have their pros and cons. These organisations properly use their experience, the created network and well-trained staff, which is a big advantage. However, the technical execution was not always relevant. Quite often the EC global objectives were shadowed by their own agendas, while using the EC funds to implement their programmes (e.g. IOM). Although the EC visibility was usually respected, the priorities and objectives of the Indicative Programmes were dissolved. Moreover, in many cases the main criteria for adequate accomplishment of the projects were based on the successful depletion of the allocated funds. At the same time, the quality of *Results*, *Impact* and *Sustainability* remained a matter of a less concern, as no functional tools to perform Result-oriented monitoring was in place, only vague reports and general statements of the project beneficiaries.

RELATIVE COMPARISON OF DIFFERENT PROGRAMMES VIS-À-VIS THE MAIN MONITORING CRITERIA

As was already stated, it is hardly possible to analyse the projects implemented in Moldova on a sector basis. That is why, it was decided to compare the projects implemented within the NAP2001 and those from the Regional and the CBC Programmes, which in principle is not fair. The National projects had much more valuable context and tangible Results. Regional projects whose budget in ordinary cases is dispersed in many countries (in some cases up to 13) were definitely much less palpable.

Overall, the **Relevance** of the Tacis Programmes implemented in Moldova was good. It especially regards the national projects, which have been designed in close co-operation with the main actors in the respective fields. *Relevance* of the Regional projects was also reasonable, since they were targeted at developing common policies, mechanisms and instruments. However, many Regional projects appeared without the involvement of the local partners in the discussions regarding their content, which has resulted in a lack of strong champions of the projects in Moldova. The CBC Programmes with their infrastructure works, undoubtedly, were of the highest *Relevance* for the country, where usually a strong commitment of the national partners was ensured.

The **Effectiveness** of the national projects was reasonable. This regarded cost-effective production of the valuable Results and successful achievement of the stipulated Project Purposes. The projects concerning export promotion, health reform, civil and commercial judiciary have been especially successful due to the fact that these directions have been under a special attention of the Government (approved Strategy for Export Promotion, introduction of the mandatory Health Insurance System, entering into force of the new Civil Code and Civil Procedural Code). The projects related to SMEs development and harmonisation of standardisation were less *Effective* due to the lack of a clear vision / strategy of the respective state bodies and low absorption capacity of their personnel.

Although many regional projects have successfully achieved their purposes, the majority of the delivered results were of general value only, being developed for all the countries covered by a certain project, without considering peculiarities of the environment. Environmental sector may be taken as an example. Actually, only REC Moldova may be considered as a big success, since originally it was strongly supported by the Minister of Environment, which resulted in its institutionalisation. The funds to this body

have been allocated for several years already using the form of direct grant agreements, which were clearly targeted. The Cleaner Production project was also quite successful, especially in the component regarded delivery of equipment to three enterprises, which demonstrated that middle-sized investments might bring considerable economic and ecologic effects. The Results of the other ecology-related projects were quite modest. However, this does not mean that Moldova has to be excluded from the list of countries for the similar future projects. One should just understand that the expectations vis-à-vis such multi-country projects should be different compared with the national ones.

The CBC projects may be considered as very *Effective*, having clearly targeted inputs and being based on a close co-operation between the Project Partners concerned, Contractors, Project Supervision Units and the EC Services. 'One-country regional projects' may be considered as the most *Effective* ones among those from the CBC Programmes. This happened due to the fact that they managed to meet the specific country requirements using regional and CBC budgets. The CBC – Ungheni project may serve as the best example.

The overall **Impact** of the Programmes was lower than it could be. This was caused by a number of reasons, including lack of institutional co-ordination, absence of concrete country plans concerning developments in a certain field, limited absorption capacities of the respective bodies etc. Generally, *Impact* was sound for the national projects, which were coherent with the Government initiatives and relatively weak for those, which tried to initiate something without strong commitment of the country.

Talking about the regional projects, the *Impact* was quite limited. There were sectors, including Transport and Energy (TRACECA and INOGATE projects), where TA was offered to Moldova as to one of many countries from the region, and where no 'visible footprints' have been left in the country. Infrastructure works implemented under the CBC Programmes have definitely had a strong *Impact*, improving the revenue collection, facilitating the trade through speeding up the customs clearance and improving the country image.

Overall, **Sustainability** was often considered the weakest criteria of the projects. Although the institutional capacities have been strengthened and Human Resources have been trained, in many cases the continuation of the activities has requested additional funding. However, there was neither sufficient political will to allocate the required financial resources in the central / local budgets, nor donor interest to further support the activities. *Sustainability* remains questionable as well, since in the majority of cases no viable mechanisms were put in place to ensure systematic character of the activities in the field at the level of country, rayon, town and village. However, there were several positive exceptions. Thus, the creation of the Business Incubator (CBC-Ungheni project) made the support to the SMEs development in the respective rayon sustainable at least in the mid-term run.

GENERAL RECOMMENDATIONS

The directions of the co-operation stipulated in the previous CSP are still fully relevant, however, the accents have to be reanalysed. Generally, the approach of offering TA utilised up to now has become outdated and needs critical revision.

1. First of all, it would be recommendable to focus TA on supporting concrete local initiatives, which are given a distinguished priority status, which already started or are to start to be implemented by the respective bodies and to which country's own financial resources are allocated. These should be the basic **preconditions** for the provision of the EC funds that are to be considered as complementary ones. No EC funds have to be allocated, if no concrete progress in concerned area can be observed.
2. Beneficiaries should be the project driving force, while TA should facilitate / support the achievement of the country goals and not do the job for Partner Organisations. Project Partners leadership should become an indisputable impetus for an efficient implementation of any kind of projects. The strong ownership should be confirmed not only by political declarations but, first of all, by practical steps and feasible results delivered.

3. The demand-driven approach, which usually was focused on immediate needs, should be supplemented (if not substituted / replaced) by a model approach (instrument, situation, law etc.) to be taken as a reference point starting with project / programme design. To this end, the best practices from such countries as Slovenia, Croatia, Baltic States etc. could be used as practical examples and demo models (of course, not copied, but followed!), which in different combination could be used in Moldova.
4. The focus on harmonisation of the legal framework with the European standards was preliminary based on expert analyses of the existing Moldovan legal framework in terms of its compatibility to the European one. Within the next years the responsibility should be passed to the national authorities. At the same time, the priority actions should be undertaken in bringing the legal reinforcement mechanisms in coherence with the European standards.
5. Training programmes, which are still highly relevant, should be based on a global approach at the national level. Before launching comprehensive training programmes, a detailed analysis of needs has to be done in at least mid-term run. Practical steps should be preceded by a policy paper, which can answer, among others, some basic questions, such as: what kind of training / for how many specialists / at what level / during what period? This document should be owned by national / local government, which would show the level of their responsibility and commitment.
6. It is considered reasonable to reduce the use of the EU expertise for the sake of institutional twinning. Many EU Experts involved in projects implementation are specialists with a large profile, while a more practical, on-the-job expertise (instead of academic exercise) and on-line communication for advice is required. However, there is a big risk regarding the availability of the highly skilled Moldovan personnel who are ready to take over transfer of know-how. This may be another **precondition** to be met by a certain Project Partner – to ensure qualified staff (knowledge of English and computer skills are obligatory) for daily partnership.
7. The EC should try to minimise the time gaps between the development of the CSP / Indicative Programme and Action Programme / ToR to be sure that the projects are correctly targeted at meeting the needs of the partner country and the commitment of the respective bodies is in place.
8. It might seem reasonable to amend the framework agreements between the EC and international organisations, which are contracted for the implementation of the EC TA projects. This should be aimed at ensuring more presence of the EU spirit in the funded projects and at avoiding simple utilisation of the EC funds, applying standard implementation matrix of these organisations.

RECCOMENDATIONS ON POSSIBLE SECTOR INTERVENTIONS

The general approach of the future programmes could be based on the following principle: prior attention should be given to economic development, supplemented by support to the establishment of a strong, efficient and professional public administration system at the central and, especially, at the local level. If these two elements are in place, they can contribute to the resolution of social problems. The social sector should be supported through well targeted emergency programmes (preferably to be implemented by international / national NGOs) and transfer of the best practices and experience, such as social care models, health care management, and modernisation of social assistance mechanisms (e.g. public / private pension funds) implemented / supervised by public institutions. The assistance to the public institutions should be oriented to enable the later to build the capacities to solve the problems by themselves.

Based on the information and analysis presented above, some conclusions about the future EC programme interventions might be drawn, which are split in 3 categories:

- 1) *Areas (sectors) covered in the past / present programmes, which were successful and seem to be still relevant for further assistance:*
 - Support to the administrative reform at central / local levels – an ambitious reform of central administration is moving onward. A lot of training and institutional twinning would be needed to put in place a modern and effective administration system, starting with definition of a correct HR policy, training strategy and unambiguous delimitation of functions.
 - Legal harmonisation, reform of justice and enforcement related institutions – the work started and needs continuation, where apart from support to creation of an independent and modern judiciary system, a special attention might require less exposed to ‘innovative visions’ Prosecution and Internal Affairs institutions.
 - Justice and Home Affairs – anti-drug, border management, efficient combating illicit traffic of human beings and fighting trans-national crime programmes are highly relevant for the country, which is actively absorbing the offered assistance. Here more practical training, combined with hardware provision plus facilitation of international co-operation would be appropriate.
 - Economic development - possibilities are very large, nevertheless, the programmes should be more of a grass-root nature, rather than policy advice, i.e. linked to affordable inputs supply sources, particularly, for the start-up businesses in the less advantaged regions of the country. Community based development can be hardly observed or is completely missing in many regions of the country. Creation of business opportunities in these areas will contribute to solving of such problems as depopulation, massive migration and reduce the threat of trafficking.
 - Export promotion / investment generation – the country is highly dependent on export capacity. However, a national institution would not be able to solve all practical problems. The experience of such countries as e.g. Netherlands, Slovenia would be interesting for Moldova. This is worth supporting only in case, if a clear commitment from the Government / Parliament is in place by developing a mid / long term practical programme with financial resources / subsidies being available. Moldova remains unknown for international business community and further country promotion would be required. However, this exercise would need consistent steps from the national Government side, aiming at improving the general business climate, before some actions are supported by the EC.
 - SMEs development / micro-financing - direct support to the private business should not be considered because in a way or another it generates market distortions. In exchange, a support for development of appropriate market infrastructure with free access to everybody would be an imperative. A further improvement of business environment by giving support to the resolution of precisely formulated problems using policy advice instruments seems reasonable. Moreover, this assistance should be thought so that it contributes to enabling the local specialists to find proper algorithms of addressing the emerged problems.

- 2) *Interventions, which were less successful in the past, but might deserve further support, if a different approach is applied.*
 - Environment – although it is not under the top priorities of the country, the policy level has been more or less covered by the previous programmes (Regional + CBC). However, projects with components oriented to the preservation of environment are strongly recommended. The population education through practical actions is much more efficient than information awareness campaigns, which do not mean at all that they should be excluded. E.g. projects aimed at improving the water supply, waste management, territorial development should be community based, with a strong support / participation of local citizens. Thus, a new attitude towards the environment we are leaving in can be cultivated. Launching of such programmes as model village / model town in different areas / fields would be of big country-wide impact.

- 3) *New areas, which could be considered for support:*
 - Education at all levels – this sector remains one of the most painful issues for Moldova. The education system is one among the most corrupted sectors. The quality of education sharply decreased in the last decade. A better management and consistent policy and implementation mechanisms are needed to address the situation. Quality monitoring mechanisms are definitely needed. A solid vocational training system adapted to the present market demands is missing. The existing national education planning system is far from being consistent with the country needs.

- Agriculture – creation of proper conditions for boosting the primary production and marketing is still an issue. Proper infrastructure is not in place or limited (access to equipment on affordable conditions, production inputs, logistic support, packaging, storage facilities etc.). Liaison with programmes financed by US Government, WB and Japanese Government (2KR) could be of help to identify the niches for future interventions. However, different forms of co-operation should be identified, as support to the creation of farmers' federation / associations proved to be not very efficient in the past.

Some other areas could be considered, such as local community / regional development (jobs generation, territorial administration and planning, improvement of decision making, preconditioned by a clear delimitation of responsibilities between centre / region / municipality etc.); infrastructure development, including rehabilitation works; planning of public expenditures and their efficient management. Regardless the fact that these areas would definitely claim for a specific donor attention, a deeper analysis would be required in order to draw some conclusions and recommendations before the programmes are launched. Of course, this implies a thorough consulting of the Government of the country and other donors operating in Moldova, while selecting the fields for further assistance. This is needed to ensure both the Government commitment and proper selection of the niches within the intended fields of intervention.

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5. Country Strategy Paper 2002 – 2006.
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ANNEXES

Annex A Statistics

Annex B Key Observations on Individual Projects

Annex A Statistics

(in the period 2003-2005)

Total number of monitoring reports

NAT	National Projects	29
REG	Regional Projects	22
CBC	Cross-Border Co-operation Projects	12

Average Score

NAT	Relevance and quality of design	2.7
REG	Relevance and quality of design	2.4
CBC	Relevance and quality of design	2.7
NAT	Efficiency of implementation to date	2.5
REG	Efficiency of implementation to date	2.4
CBC	Efficiency of implementation to date	3.0
NAT	Effectiveness to date	2.7
REG	Effectiveness to date	2.7
CBC	Effectiveness to date	2.8
NAT	Impact to date	2.7
REG	Impact to date	2.5
CBC	Impact to date	2.9
NAT	Potential sustainability	2.6
REG	Potential sustainability	2.6
CBC	Potential sustainability	2.9
NAT	Average Score in Total	2.6
REG	Average Score in Total	2.5
CBC	Average Score in Total	2.9

Nr. of reports falling in category

		A	B	C	D	N/A
NAT	Relevance and quality of design	1	18	9	1	0
REG	Relevance and quality of design	0	9	12	1	0
CBC	Relevance and quality of design	0	8	4	0	0
NAT	Efficiency of implementation to date	5	10	8	6	0
REG	Efficiency of implementation to date	0	10	11	1	0
CBC	Efficiency of implementation to date	2	8	2	0	0
NAT	Effectiveness to date	2	16	10	1	0

REG	Effectiveness to date	0	17	4	1	0
CBC	Effectiveness to date	2	6	4	0	0
NAT	Impact to date	3	16	9	1	0
REG	Impact to date	0	13	7	2	0
CBC	Impact to date	2	7	3	0	0
NAT	Potential sustainability	0	17	12	0	0
REG	Potential sustainability	0	13	9	0	0
CBC	Potential sustainability	1	9	2	0	0

Note: A = very good (4); B = good (3); C = problems (2); D = serious deficiencies (1)

% of reports falling in category		A	B	C	D	N/A
NAT	Relevance and quality of design	3.4	62.1	31.0	3.4	0.0
REG	Relevance and quality of design	0.0	40.9	54.5	4.5	0.0
CBC	Relevance and quality of design	0.0	66.7	33.3	0.0	0.0
NAT	Efficiency of implementation to date	17.2	34.5	27.6	20.7	0.0
REG	Efficiency of implementation to date	0.0	45.5	50.0	4.5	0.0
CBC	Efficiency of implementation to date	16.7	66.7	16.7	0.0	0.0
NAT	Effectiveness to date	6.9	55.2	34.5	3.4	0.0
REG	Effectiveness to date	0.0	77.3	18.2	4.5	0.0
CBC	Effectiveness to date	16.7	50.0	33.3	0.0	0.0
NAT	Impact to date	10.3	55.2	31.0	3.4	0.0
REG	Impact to date	0.0	59.1	31.8	9.1	0.0
CBC	Impact to date	16.7	58.3	25.0	0.0	0.0
NAT	Potential sustainability	0.0	58.6	41.4	0.0	0.0
REG	Potential sustainability	0.0	59.1	40.9	0.0	0.0
CBC	Potential sustainability	8.3	75.0	16.7	0.0	0.0

Note: A = very good (4); B = good (3); C = problems (2); D = serious deficiencies (1)

Relevance and quality of design

Total number of monitoring reports

NAT	National Projects	29
REG	Regional Projects	22
CBC	Cross-Border Co-operation Projects	12

1.1 Average Score

NAT	Original design	2.5
REG	Original design	2.5
CBC	Original design	2.3
NAT	Adaptability	2.9
REG	Adaptability	2.6
CBC	Adaptability	2.8
NAT	Input adequacy	2.7
REG	Input adequacy	2.4
CBC	Input adequacy	2.9
NAT	Average Score in Total	2.7
REG	Average Score in Total	2.5
CBC	Average Score in Total	2.7

Nr. of reports falling in category		A	B	C	D	N/A
NAT	Original design	0	15	14	0	0
REG	Original design	0	10	12	0	0
CBC	Original design	0	4	8	0	0
NAT	Adaptability	2	23	2	2	0
REG	Adaptability	0	14	7	1	0
CBC	Adaptability	0	9	3	0	0
NAT	Input adequacy	2	17	9	1	0
REG	Input adequacy	0	9	12	1	0
CBC	Input adequacy	2	7	3	0	0

Note: A = very good (4); B = good (3); C = problems (2); D = serious deficiencies (1)

% of reports falling in category		A	B	C	D	N/A
NAT	Original design	0.0	51.7	48.3	0.0	0.0
REG	Original design	0.0	45.5	54.5	0.0	0.0
CBC	Original design	0.0	33.3	66.7	0.0	0.0

NAT	Adaptability	6.9	79.3	6.9	6.9	0.0
REG	Adaptability	0.0	63.6	31.8	4.5	0.0
CBC	Adaptability	0.0	75.0	25.0	0.0	0.0
NAT	Input adequacy	6.9	58.6	31.0	3.4	0.0
REG	Input adequacy	0.0	40.9	54.5	4.5	0.0
CBC	Input adequacy	16.7	58.3	25.0	0.0	0.0

Note: A = very good (4); B = good (3); C = problems (2); D = serious deficiencies (1)

Efficiency of implementation to date

Total number of monitoring reports

NAT	National Projects	29
REG	Regional Projects	22
CBC	Cross-Border Co-operation Projects	12

1.2 Average Score

NAT	Input timeliness	2.2
REG	Input timeliness	2.4
CBC	Input timeliness	2.9
NAT	Activity timeliness	2.6
REG	Activity timeliness	2.4
CBC	Activity timeliness	2.9
NAT	Results achievement	2.6
REG	Results achievement	2.6
CBC	Results achievement	3.0
NAT	Flexibility	0.0
REG	Flexibility	0.0
CBC	Flexibility	0.0
NAT	Average Score in Total	1.8
REG	Average Score in Total	1.8
CBC	Average Score in Total	2.2

Nr. of reports falling in category		A	B	C	D	N/A
NAT	Input timeliness	0	14	8	7	0
REG	Input timeliness	0	11	8	3	0
CBC	Input timeliness	1	9	2	0	0
NAT	Activity timeliness	5	9	12	3	0
REG	Activity timeliness	0	10	11	1	0
CBC	Activity timeliness	2	7	3	0	0
NAT	Results achievement	6	11	6	6	0
REG	Results achievement	0	12	9	0	1
CBC	Results achievement	2	8	2	0	0
NAT	Flexibility	0	0	0	0	29
REG	Flexibility	0	0	0	0	22
CBC	Flexibility	0	0	0	0	12

Note: A = very good (4); B = good (3); C = problems (2); D = serious deficiencies (1)

% of reports falling in category		A	B	C	D	N/A
NAT	Input timeliness	0.0	48.3	27.6	24.1	0.0
REG	Input timeliness	0.0	50.0	36.4	13.6	0.0
CBC	Input timeliness	8.3	75.0	16.7	0.0	0.0
NAT	Activity timeliness	17.2	31.0	41.4	10.3	0.0
REG	Activity timeliness	0.0	45.5	50.0	4.5	0.0
CBC	Activity timeliness	16.7	58.3	25.0	0.0	0.0
NAT	Results achievement	20.7	37.9	20.7	20.7	0.0
REG	Results achievement	0.0	54.5	40.9	0.0	4.5
CBC	Results achievement	16.7	66.7	16.7	0.0	0.0
NAT	Flexibility	0.0	0.0	0.0	0.0	100.0
REG	Flexibility	0.0	0.0	0.0	0.0	100.0
CBC	Flexibility	0.0	0.0	0.0	0.0	100.0

Note: A = very good (4); B = good (3); C = problems (2); D = serious deficiencies (1)

Effectiveness to date

Total number of monitoring reports

NAT	National Projects	29
REG	Regional Projects	22
CBC	Cross-Border Co-operation Projects	12

1.3 Average Score

NAT	Flow of benefits	2.7
REG	Flow of benefits	2.7
CBC	Flow of benefits	2.8
NAT	Secondary effects of results	3.0
REG	Secondary effects of results	3.0
CBC	Secondary effects of results	0.0
NAT	Adaptation at results level	0.0
REG	Adaptation at results level	0.0
CBC	Adaptation at results level	0.0
NAT	Average Score in Total	1.9
REG	Average Score in Total	1.9
CBC	Average Score in Total	0.9

Nr. of reports falling in category		A	B	C	D	N/A
NAT	Flow of benefits	2	16	10	1	0
REG	Flow of benefits	0	17	4	1	0
CBC	Flow of benefits	2	6	4	0	0
NAT	Secondary effects of results	0	2	0	0	27
REG	Secondary effects of results	0	1	0	0	21
CBC	Secondary effects of results	0	0	0	0	12
NAT	Adaptation at results level	0	0	0	0	29
REG	Adaptation at results level	0	0	0	0	22
CBC	Adaptation at results level	0	0	0	0	12

Note: A = very good (4); B = good (3); C = problems (2); D = serious deficiencies (1)

% of reports falling in category		A	B	C	D	N/A
NAT	Flow of benefits	6.9	55.2	34.5	3.4	0.0
REG	Flow of benefits	0.0	77.3	18.2	4.5	0.0

CBC	Flow of benefits	16.7	50.0	33.3	0.0	0.0
NAT	Secondary effects of results	0.0	6.9	0.0	0.0	93.1
REG	Secondary effects of results	0.0	4.5	0.0	0.0	95.5
CBC	Secondary effects of results	0.0	0.0	0.0	0.0	100.0
NAT	Adaptation at results level	0.0	0.0	0.0	0.0	100.0
REG	Adaptation at results level	0.0	0.0	0.0	0.0	100.0
CBC	Adaptation at results level	0.0	0.0	0.0	0.0	100.0

Note: A = very good (4); B = good (3); C = problems (2); D = serious deficiencies (1)

Impact to date

Total number of monitoring reports

NAT	National Projects	29
REG	Regional Projects	22
CBC	Cross-Border Co-operation Projects	12

1.4 Average Score

NAT	Wider planned effects	2.7
REG	Wider planned effects	2.5
CBC	Wider planned effects	2.9
NAT	Wider unplanned effects	3.0
REG	Wider unplanned effects	2.3
CBC	Wider unplanned effects	3.0
NAT	Adaptation at purpose level	0.0
REG	Adaptation at purpose level	0.0
CBC	Adaptation at purpose level	0.0
NAT	Average Score in Total	1.9
REG	Average Score in Total	1.6
CBC	Average Score in Total	2.0

Nr. of reports falling in category		A	B	C	D	N/A
NAT	Wider planned effects	3	16	9	1	0
REG	Wider planned effects	0	13	7	2	0
CBC	Wider planned effects	2	7	3	0	0
NAT	Wider unplanned effects	0	1	0	0	28
REG	Wider unplanned effects	0	2	0	1	19
CBC	Wider unplanned effects	0	3	0	0	9
NAT	Adaptation at purpose level	0	1	0	0	28
REG	Adaptation at purpose level	0	0	0	0	22
CBC	Adaptation at purpose level	0	0	1	0	11

Note: A = very good (4); B = good (3); C = problems (2); D = serious deficiencies (1)

% of reports falling in category		A	B	C	D	N/A
NAT	Wider planned effects	10.3	55.2	31.0	3.4	0.0
REG	Wider planned effects	0.0	59.1	31.8	9.1	0.0

CBC	Wider planned effects	16.7	58.3	25.0	0.0	0.0
NAT	Wider unplanned effects	0.0	3.4	0.0	0.0	96.6
REG	Wider unplanned effects	0.0	9.1	0.0	4.5	86.4
CBC	Wider unplanned effects	0.0	25.0	0.0	0.0	75.0
NAT	Adaptation at purpose level	0.0	3.4	0.0	0.0	96.6
REG	Adaptation at purpose level	0.0	0.0	0.0	0.0	100.0
CBC	Adaptation at purpose level	0.0	0.0	8.3	0.0	91.7

Note: A = very good (4); B = good (3); C = problems (2); D = serious deficiencies (1)

Potential sustainability

Total number of monitoring reports

NAT	National Projects	29
REG	Regional Projects	22
CBC	Cross-Border Co-operation Projects	12

1.5 Average Score

NAT	Policy support	2.8
REG	Policy support	2.7
CBC	Policy support	2.8
NAT	Institution building	2.8
REG	Institution building	3.0
CBC	Institution building	2.9
NAT	Socio-cultural adequacy	3.0
REG	Socio-cultural adequacy	2.9
CBC	Socio-cultural adequacy	3.0
NAT	Technological adequacy	0.0
REG	Technological adequacy	0.0
CBC	Technological adequacy	0.0
NAT	Environmental adequacy	3.0
REG	Environmental adequacy	2.8
CBC	Environmental adequacy	3.1
NAT	Economic adequacy	2.3
REG	Economic adequacy	2.2
CBC	Economic adequacy	2.7
NAT	Average Score in Total	2.3
REG	Average Score in Total	2.3
CBC	Average Score in Total	2.4

Nr. of reports falling in category

		A	B	C	D	N/A
NAT	Policy support	0	22	7	0	0
REG	Policy support	1	14	7	0	0
CBC	Policy support	0	10	2	0	0
NAT	Institution building	2	21	5	1	0
REG	Institution building	2	17	3	0	0
CBC	Institution building	2	7	3	0	0
NAT	Socio-cultural adequacy	1	21	1	0	6
REG	Socio-cultural adequacy	0	9	1	0	12

CBC	Socio-cultural adequacy	0	8	0	0	4
NAT	Technological adequacy	0	2	0	0	27
REG	Technological adequacy	1	1	0	0	20
CBC	Technological adequacy	0	2	0	0	10
NAT	Environmental adequacy	0	10	0	0	19
REG	Environmental adequacy	0	9	2	0	11
CBC	Environmental adequacy	2	5	1	0	4
NAT	Economic adequacy	0	12	13	4	0
REG	Economic adequacy	0	7	9	4	2
CBC	Economic adequacy	1	6	5	0	0

Note: A = very good (4); B = good (3); C = problems (2); D = serious deficiencies (1)

% of reports falling in category		A	B	C	D	N/A
NAT	Policy support	0.0	75.9	24.1	0.0	0.0
REG	Policy support	4.5	63.6	31.8	0.0	0.0
CBC	Policy support	0.0	83.3	16.7	0.0	0.0
NAT	Institution building	6.9	72.4	17.2	3.4	0.0
REG	Institution building	9.1	77.3	13.6	0.0	0.0
CBC	Institution building	16.7	58.3	25.0	0.0	0.0
NAT	Socio-cultural adequacy	3.4	72.4	3.4	0.0	20.7
REG	Socio-cultural adequacy	0.0	40.9	4.5	0.0	54.5
CBC	Socio-cultural adequacy	0.0	66.7	0.0	0.0	33.3
NAT	Technological adequacy	0.0	6.9	0.0	0.0	93.1
REG	Technological adequacy	4.5	4.5	0.0	0.0	90.9
CBC	Technological adequacy	0.0	16.7	0.0	0.0	83.3
NAT	Environmental adequacy	0.0	34.5	0.0	0.0	65.5
REG	Environmental adequacy	0.0	40.9	9.1	0.0	50.0
CBC	Environmental adequacy	16.7	41.7	8.3	0.0	33.3
NAT	Economic adequacy	0.0	41.4	44.8	13.8	0.0
REG	Economic adequacy	0.0	31.8	40.9	18.2	9.1
CBC	Economic adequacy	8.3	50.0	41.7	0.0	0.0

Note: A = very good (4); B = good (3); C = problems (2); D = serious deficiencies (1)

Annex B Key Observations on Individual Projects

Management Reporting – Key Observations

SUPPORT TO THE NATIONAL COORDINATING UNITS

The Project Manager is advised to:

- discuss with the National Coordinator future competencies, staffing and budget of the NCU;
- recommend the TL to conduct personnel assessment;

In case of continuation of the assistance it is recommended to apply conditionalities for the follow up activities/project including the above and a strict clarification of the respective functions of the project and the NCU.

PUBLIC HEALTH REFORM IN MOLDOVA

The Project Manager is recommended to request the Contractor to:

- Speed up the preparation of the technical specifications and tender dossiers for the equipment.
- Prepare general specifications for the software, providing for a possibility to clarify specific requirements when the project is at a more advanced stage.
- Involve authorities of the pilot rayons not only in implementation, but also in funding of the foreseen Activities. Even in case of modest participation it may facilitate continuity of Activities after the project end. Thoroughly consider the existing necessities in Training Centres in order to optimise utilisation of the available resources and avoid creation of potentially unsustainable centres.

ENHANCING BORDER CONTROL MANAGEMENT IN MOLDOVA

The Project Manager is advised to request the Contractor:

- to develop the corresponding OVIs for all intervention logic levels;
- to accelerate the assignment of the border infrastructure development international expert;
- to undertake all needed measures to ensure a timely preparation and implementation of the infrastructure works;
- to develop and put in operation a comprehensive methodology for the selection of the participants in the study tours;
- to closely coordinate the TA Activities and expected Results for the think-tank and international expertise to ensure their synergy, while avoiding possible overlapping of tasks;
- to do its best to establish effective and transparent cooperative relations between BGD and Customs Service;
- to permanently inform about the alterations operated in the activity plan to exclude possible overlapping with the project implemented by IOM;
- to involve as much as possible other project stakeholders in the project implementation where appropriate.

BELARUS, UKRAINE AND MOLDOVA ANTI-DRUG PROGRAMME, "BUMAD" PHASE 1&2

The Project Manager is advised to:

- Consider a revision of the programme management set up;
- Consider possible ways to accelerate the nomination of the PC for the Land Border Project;
- Encourage the LPM to schedule periodic field visits to the projects implemented by the NGOs;
- Emphasise the importance of systemic involvement of the key BUMAD POs in the design of the further phases; and to request the Contractor to:
- Prepare a proposal for a time extension of BUMAD2;
- Develop and make use of a fully fledged LF analysis covering all the levels of the intervention logic; a detailed workplan; and an overall output performance plan;

- Perform in close collaboration with the project partners a gap analysis to be considered for further financing.

SME DEVELOPMENT MOLDOVA

The EC Services are recommended to:

- Request the Contractors of the future projects to present clear intervention logic of the projects under their implementation and ensure that the standard planning documents are used as effective project management and monitoring tools.
- Assess the possibility of involving the BCs created in the planned technical assistance projects.

CAPACITY BUILDING AND TECHNICAL COOPERATION FOR MOLDOVAN BORDER GUARDS AND BORDER OFFICIALS

The Project Manager is advised:

- to request the Contractor to develop a detailed project proposal for the unspent amount as soon as possible;
- to request the Contractor to ensure that the extension project proposal is thoroughly coordinated with another EC funded project (National AP 2001), before its official submission to EC services for consideration and approval;
- to plan a comprehensive assessment of the impact of the ongoing and new project;
- to envisage Activities aiming at further strengthening of the training capacities for border guards within the future EC funded field interventions.

SUPPORT TO THE MINISTRY OF HEALTH OF MOLDOVA

The Commission Services are recommended to:

- Properly analyse the project Results and accumulated experience while developing the ToR for the project foreseen in the Tacis Action Programme 2003 to ensure continuity of the activities in this field.
- Encourage EU companies not to be afraid of authorising Local Experts to be the Team Leaders of the future projects, as it could significantly contribute to the efficiency of the technical assistance.
- Properly co-ordinate the future technical assistance with the activities of other donors operating in the health care sector in Moldova in order to avoid overlapping and achieve consolidated results.

CUSTOMS-6

The EC Services/Project Manager are advised to:

- Request the Contractor to utilise the extension period for completing the project tasks and increasing benefits to the PP as intensively as possible.
- Inform the project parties that beyond the delivery of as many results as possible, the issues of analysing and enhancing the project effectiveness, impact and sustainability should also receive great attention by both the Contractor and the PP in the extension period.
- Consider the lessons learnt from the implementation of the customs-related programmes while developing future technical assistance in this field: development of bigger country-specific, demand-driven and results-oriented projects would be desirable.
- Ensure that the ToR for future projects are developed by using the Project Cycle Management and Logical Framework Approach and clearly stipulating Objectively Verifiable Indicators for all levels of the intervention logic.

STATISTICS 5 PROGRAMME

- The remaining project time will not allow for full implementation of the foreseen activities under the two delayed components ('Investment Statistics' and 'Energy Statistics'). An extension might be necessary to deliver what is currently planned. However, if such an extension is not feasible, a prompt review of plans and actions for these components to ensure their effective and efficient delivery should be done within one month. An active and open dialogue between the partners will facilitate effectiveness of further activities and will ensure proper understanding of the expected project results in these areas. The use of the Logical Framework Approach is a must for future design of Statistics projects. However, special attention should be devoted to the formulation of Objectively Verifiable Indicators (OVIs) and risks and assumptions, which were rather weak for the Moldovan components of Statistics-5 project.

NIS MANAGERS TRAINING PROGRAMME (MTP-2)

The Project Manager is advised to:

- Request the Contractor to be more active in facilitating the matching procedure and to use the experience of the World Bank project in organisation of internships for local managers. This would counteract the existing risks that the planned results for Moldova will remain unattained.
- Request the Contractor to urgently assess (by February 15) the potential risk of the failure to attain the planned results for Moldova caused by the lack of Western companies' interest in providing placement and propose proper remedial measures.
- Request the Contractor to analyse the possibility to revise inputs for Moldova and to allocate additional resources for the Moldovan Office maintenance/support during late spring – summer 2003 to help the managers to apply the accumulated knowledge and skills at their companies and contribute to the sustainability of the project results.
- Request the Contractor to address the travel expenses issue for the future meetings of the Advisory Committee Meetings.

CLEANER PRODUCTION IN SELECTED COUNTRIES OF THE NIS

The Project Manager is recommended to request the Contractor to:

- Accelerate finalisation of the procurement procedures and deliver the equipment within two-months.
- Ensure involvement of the relevant decision makers in finalisation of the Framework Conditions Report.
- Consolidate the Activities related to (i) involvement of IFIs in future CP projects, and (ii) awareness raising.
- Discuss with the CPEEC their needs in capacity building and agree on appropriate activities to fulfil the project commitments.

PROMOTING THE IMPLEMENTATION OF EUROPEAN STANDARDS OF RULE OF LAW, HUMAN RIGHTS PROTECTION AND HUMAN CONDITIONS IN PENITENTIARIES OF THE REPUBLIC OF MOLDOVA

The Project Manager is advised to:

- Continue strengthening the sense of the project ownership and consolidate the POs capacities in fund raising techniques.
- Request the Contractor to detail the Results to be delivered in a specific plan, and formulate all the OVI according to the requirements of them being specific, measurable, available, relevant and time bound.
- Develop a standard template for internal reporting and after acceptance by the PM, to use it in reporting.
- Satisfy requirements of the EC visibility guidelines.

THE HEALTH PROMOTION AND DISEASE PREVENTION PROJECT

The Project Manager is advised to request the Contractor to:

- Revise and improve the basic planning documents of the project (OPO, OOPP, Project Synopsis) to make them consequential, result oriented and better at realising the requirements of internal logic, realism, accountability and transparency.
- Revise the Logical Framework according to the Project Cycle Management requirements with special regard to developing a Project Purpose and identification of relevant OVI for the different levels of the intervention logic. This should not change the essence of the ToR or decrease the contracted obligations.
- Continue developing relations with different projects and donors working in the similar professional area to avoid overlapping of activities and to strengthen each other's results.
- Produce the foreseen 'Review of the health promotion and disease prevention concept in selected EU countries and countries with transition economy' as a real result to help implement proper activities in this field considering the best world practices.
- Assess the risk of non-participation of the high-level officials in the Working Group and identify suitable solutions.
- Work out clear criteria for the selection of the pilot region and apply standard tender procedures for the selection of local staff to be hired.
- Analyse sustainability aspects of the project in every progress report and develop approaches to maintain and increase them.
- Follow the Tacis Guidelines for administrative reporting while preparing the future progress reports.

HARMONISATION OF MOLDOVA'S SYSTEM OF STANDARDISATION

The Project Manager is advised to:

- Draw the attention of the Contractor to the fact that the project will collapse, if it is not supplied with the needed financial resources very soon.
- Provide the Contractor with detailed information on the new procurement procedures.
- Examine the possibility to involve local experts in the project, though not foreseen in the Technical Proposal.
- Ask the Contractor for compliance with reporting formats, including the full set of planning tables and for the provision of a consistent Logical Framework Matrix.

CAPACITY BUILDING IN SOCIAL POLICY REFORM IN MOLDOVA

The Project Manager (PM) is recommended to instruct the Contractor to:

- Review and revise the project planning documents and put them in harmony with the amendments proposed/accepted in the IR and the present Monitoring Report with special regard to the two levels of project objectives. Formulation of the Objectives, Outputs and Activities should be consistent in all documents.
- Speed up project implementation, prepare and present a plan for the PM on the issue. Make everything possible enabling a quick start of work of the WGs. Take specific care of those project Activities that are deemed time consuming and complex.
- Establish working partnerships with the different actors operating in the field to achieve synergy and avoid duplication.
- Agree with the MoLSP on nomination of liaison/working partner-experts responsible for the different project components and specific issues.
- Analyse the necessity of hiring an EU Expert for the very important public awareness component and the possibility to increase the number of Local Experts involved in the project implementation.
- To attach sustainability considerations to every larger scale measure of the project. Achieving commitment of the appropriate ministries, including the financial one, in maintaining the planned structures should be regarded as preconditions of the relevant project actions. The EC Services are recommended to consider consequences of signing contracts and planning start of projects in the middle of December and beginning January. Such project starts usually result in a delayed mobilisation of experts, and delays in starting up the activities in the countries.

CBC 2000-2001 BORDER MANAGEMENT AT RUSSIA, BELARUS, UKRAINE AND MOLDOVA

The Commission Services are advised to:

- Speed up awarding of the contract for the construction works in Lipcani in order to provide enough time for qualitative implementation of the works.
- Consider the future of the Lipcani works contract's supervision after the life span of the PSU service contract is over.

REFORM OF OFFICIAL STATISTICS - STATISTICS 7

The Project Manager is recommended to request the Contractor to:

- Revise the LFM, paying special attention to formulation of the OO and PP and to definition of the measurable and specific OVIs.
- Pay special attention to the quality of the produced Results, which may be deteriorated by the number of Activities to be implemented simultaneously.
- Take a quick decision regarding the resources available for the implementation of surveys and their distribution.

CIVIL AND COMMERCIAL JUDICIARY

The Project Manager is advised to request the Contractor to:

- Analyse, in consultation with the Project Partners, the concrete directions for the transfer of know-how and added value in the policy advice component.
- Accelerate the procurement procedures for the second part of equipment.
- Speed up the development of the 'case-flow' software.
- Investigate the possibility to arrange another training cycle within the project life to enlarge the number of trained judges.
- Pay special attention to sustainability issues in each forthcoming Progress Report.

BLACK SEA INVESTMENT FACILITY - GEORGIA, MOLDOVA, RUSSIA, AND UKRAINE

The Project Manager is advised to request the Contractor to:

- Thoroughly investigate alternative possible sources for financing the projects to be developed and the risk of impossibility to establish proper co-operation with IFIs during the project life. Analyse alternative Activities / Results to focus on in case there are no concrete project ideas agreed with IFIs up to the next Steering Committee meeting.
- Ensure that the Moldovan Advisory Committee and the Expert Working Group are fully functional and active in order to select not only efficient and bankable projects, but also those strongly supported by local organisations.
- Accelerate the preparation for the equipment tender and register the project in Moldova.
- Strengthen the co-operative relations with the Department of Constructions and Territorial Development.

REFORM AND MODERNISATION OF THE MOLDOVAN CUSTOMS ADMINISTRATION

The Project Manager is recommended to request the Contractor to:

- Revise the project intervention logic, amend the LFM adequately and develop specific and measurable OVIs at the respective levels.
- Consider the possibility to assign a person for permanent co-ordination of the project implementation.
- Ensure provision of comprehensive information to the EU Experts before they visits in order to optimise their time utilisation in Moldova.
- Critically revise the state of the art and optimise Work Programme, concentrating on realistic and achievable targets. Speed up the implementation of Actions and delivery of the planned Results.

CROSS-BORDER CO-OPERATION AT UNGHENI

- The Project Manager is advised to request the Contractor to stress the EU role in the set up of the BI by establishing a commemorative plaque. The EC Services are recommended to

design future projects taking into consideration the positive experience of this project, i.e. provision of certain flexibility to refocus Activities/Results after the initial in-depth feasibility analyses are carried out and the most promising areas are identified. A wide mobilisation of the existing local expertise and utilisation of EU experts' inputs for non-locally available know-how transfer is also advisable.

ENVIRONMENTAL INFORMATION, EDUCATION AND PUBLIC AWARENESS

The Project Manager is advised to:

- Request the Contractor to revise the Logical Framework working out measurable, more quantitative Objectively Verifiable Indicators, especially at the levels of the Overall Objective and the Specific Objective.
- Request the Contractor to work out separate OPO and OOPP for each country to be approved by the PPs. These will provide the stakeholders with a transparent, clear vision of the expected results of the project and give them the possibility to contribute to their achievement, as well as to benefit from them to a larger extent.
- Request the Contractor to speed up the activities and to put all their efforts to overcome the misunderstandings and after-pains occurred at the beginning of the project. One of the possible ways to do this in the nearest future is the accomplishment of the requested help vis-à-vis the Kiev Conference.

TRACECA CO-ORDINATION TEAM

The Project Manager is advised to:

- ensure that the Contractor provides a more regular input of the project EU Regional Coordinator to Moldova. Bi-monthly visits might facilitate the project's activities in this country
- request the Contractor establish good communication with the Moldovan governmental bodies represented in the National Commission and ensure effective presence of the project in the country
- request the Contractor to foster the Permanent Secretariat and the National Secretaries to set up a self-financing mechanism to secure sustainability of the project and the TRACECA programme as a whole.

UKRAINIAN/MOLDOVAN BORDER CROSSINGS

The Project Manager is advised to request the Contractor to:

- Be consistent with the TP and offer the Project Partner the consultancy advice planned.
- Strengthen the capacity building activities, including the use of diverted inputs liberated due to lack of necessity to produce design work for the selected rail BC.
- Concentrate the promotional activities on the investment possibilities, which could be, to a certain extent, influenced also by the EC (e.g. TRACECA Programme, investment banks of the EU Member States, instruments related to/associated with the New Neighbourhood Initiative).
- Transfer the ownership of the project Results to local counterparts, make them committed and ensure the continuity and utilisation of the project Results to be delivered.
- Clarify the requirements of the project on infrastructure improvement within the Regional Action Programme 2003.

ACCREDITATION AND QUALITY ASSESSMENT OF HIGHER EDUCATION IN MOLDOVA

The Commission Services are advised to:

- Analyse the necessity of a Local Project Coordinator nomination, in cases when several local POs are involved in project implementation, as distant monitoring of Activities is not always efficient enough.
- Ensure a properly developed LF to serve an adequate instrument for efficient project implementation and monitoring. Project Manager is recommended to:
- Request the Contractor to ensure a relevant dissemination of the project Results, including through the book to be published.

- Request the Contractor to widen the IMC services and properly advertise them to attract more potential clients.

MODERNISING THE MANAGEMENT OF CAHUL STATE UNIVERSITY

- Although the initial proposal was of adequate quality, poor coordination between the Consortium partners, insufficient definition of the responsibilities of the Project Partner and considerable delays in the delivery of the activities lead to partial Results and no clear exit strategy or follow-on actions have been defined. Partial Results have been delivered, but need to be consolidated and documented in the Final Report of the Consortium.

The Project Manager is advised to:

- Ensure that the necessary pre-conditions are in place before approving proposals (i.e. key counterparts are identified and available at project start, log frame accompanied by quantifiable and time-bound OVI, etc.) Insist that proposals include at least midterm exit strategies and /or follow on action.
- To insist that the EU partner institutions respect the contractual commitments (i.e. timing of Activities; continuity of the key contact persons, quality of reporting, etc.).
- Request that clear modalities for validation of proposals, formulated by the EU partners, are included in the proposal and to clearly formulate the input that is expected from the National Partner.
- Request the Consortium to submit a comprehensive and result oriented final report, detailing the sequencing of the Activities and their contribution to the achievement of the corresponding Results and to present an analytical overview on lessons learned and a mid-term follow on Action Plan, duly endorsed by the State University of Cahul.

COMBATING TRAFFICKING IN WOMEN IN MOLDOVA

The Project Manager is advised to:

- Discuss with the Contractor the possibility to change the structure of the project management and to authorize/delegate to IOM Chisinau all project management issues including general, decision-making and financial matters. Request the Contractor, in consultation with the Committee, to revise the list of the Project Partners and present for approval by the Commission Services one Project Partner that will coordinate all project activities from the Moldovan side.
- Request the Contractor to clearly separate IOM activities financed by other donors and the activities implemented and/or foreseen in the Tacis project, simultaneously strengthening the visibility of the EU Tacis support properly applying relevant guidelines.
- Encourage the Contractor to produce an Inception Report with a Project Synopsis, revised Logframe and standard Tacis reporting and planning tables. This will help the Contractor to properly plan and implement activities according to PCM principles - improving day-to-day management and presenting the project in a clear and transparent way.
- Request timely execution of project tasks remaining the responsibility of IOM Kiev and better responsiveness/cooperation of the IOM Kiev with the EU Monitors, official agents of the European Commission during project monitoring activities in the future.

HARMONISATION OF BORDER CROSSING PROCEDURES

The Project Manager is advised to:

- Request the Contractor to provide satisfactory information to the Moldovan partners and beneficiaries regarding the project plans and the perspectives of future collaboration.
- Request the Contractor to take actions for ensuring sustainability of the project results, and specifically the WGTF activities.

TECHNICAL ASSISTANCE TO THE MOLDOVAN EXPORT PROMOTION ORGANISATION (MEPO)

The Commission Services are advised to:

- facilitate the technical assistance project from the Tacis Action Programme 2003 to start sooner in order to help MEPO retain the existing personnel;

- analyse the positive experience and lessons learnt during the implementation of the current project while developing further technical assistance in this field, with a special view to the SAF effects;
- ensure that the new project pays serious attention to the problem of future self-sustainability of MEPO.

TECHNICAL ASSISTANCE TO ARMENIA, AZERBAIJAN, GEORGIA AND MOLDOVA WITH RESPECT TO THEIR GLOBAL CLIMATE CHANGE COMMITMENTS

The Project Manager is recommended to request the Contractor to:

- Request, in co-operation with the Project Partner, the relevant public bodies to nominate permanent experts for participation in the training courses, thus ensuring continuity of the knowledge transfer.
- Develop country awareness raising strategy for different target groups and work out a detailed Outreach Plan.
- Ensure procurement of adequate equipment for conducting training Activities.
- Create the Moldovan version of the website. - Establish co-operation with the CFU in order to avoid duplication of activities and attain a synergetic effect.